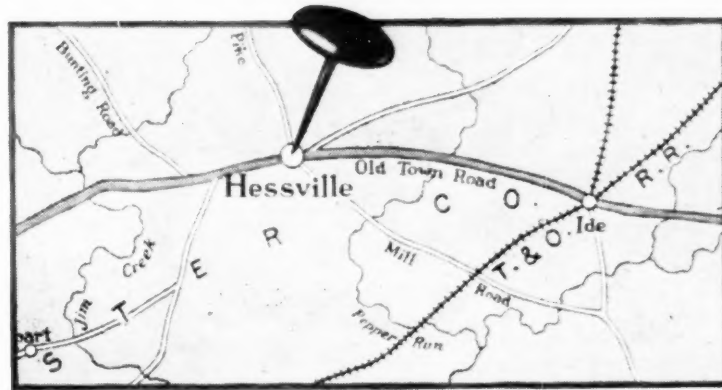


Sales Management



The Tack Says A Good Mail Business



The
RAND McNALLY
Business Map
of the United States
(size 84" x 60")
is in general use.
It shows counties,
railroads, cities and
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Here is a town removed from a railroad. It would take a salesman a day to make it and call on a single merchant. Probably that wouldn't pay. But a letter will do the business, reinforced by say one call a year to keep relations cemented. Let's call it an X town. A red tack designates it in a flash. It says, "Write that letter." It means quick, practical information.

You don't have to pore over a written list. You don't have to guess who covers the territory. You don't have to consult files. You know how many such towns there are and how many letters are due. The RAND McNALLY way of selling by map saves time, effort, money and motion. It pays for itself and stays self-supporting. Any intelligent boy can run it. It takes none of your own time.

The RAND McNALLY Map System is good for any business. It is useful in most departments. It is a business short-cut that pays dividends and cuts costs. It shows even the smallest towns in remote locations, all railroads and post-offices. It is a treasure-house of geographical data, ready for instant use.

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RAND McNALLY & COMPANY
Map Headquarters

536 S. Clark St., Chicago

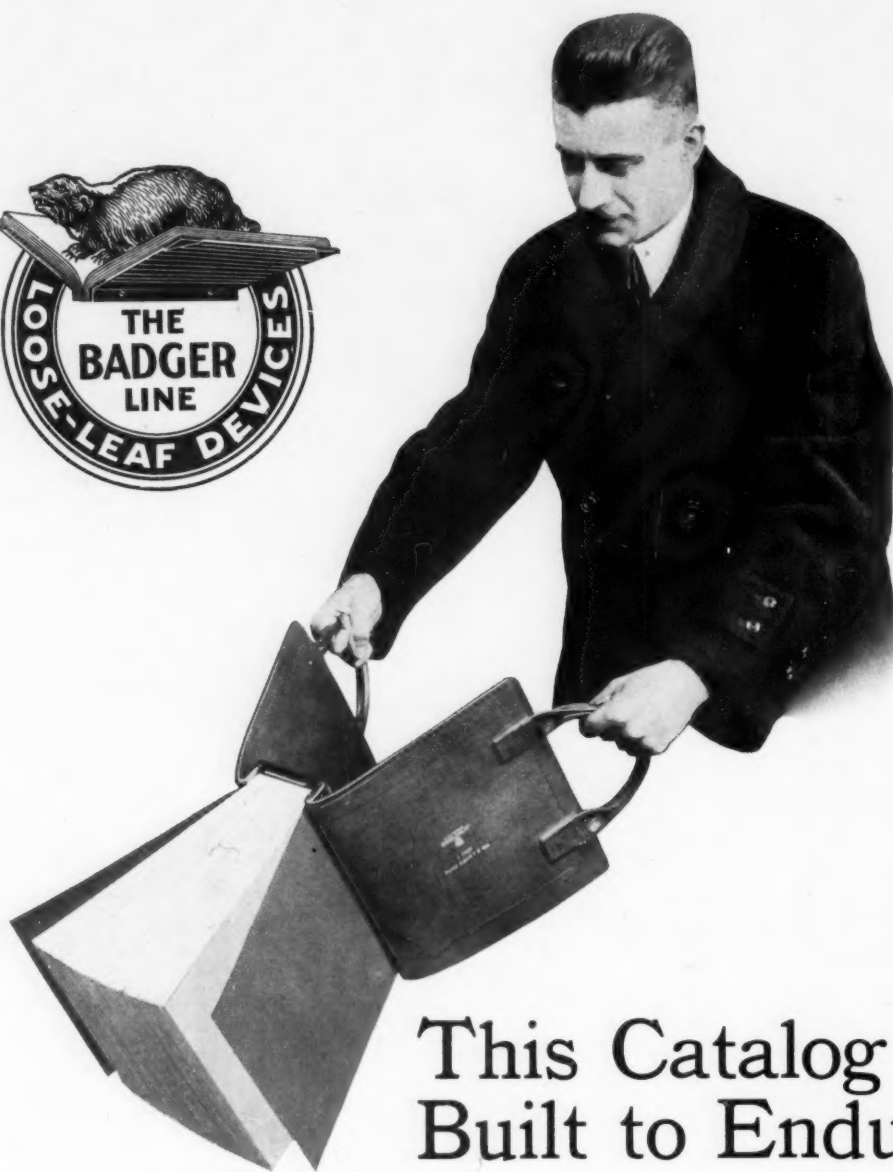
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March, 1922

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This Catalog Is Built to Endure

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Badger Catalogs are designed to be fool-proof and accident proof. It isn't

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May we not have the chance to prove the superior merit of Badger Catalogs? Your inquiry incurs no obligation.

THE HEINN COMPANY

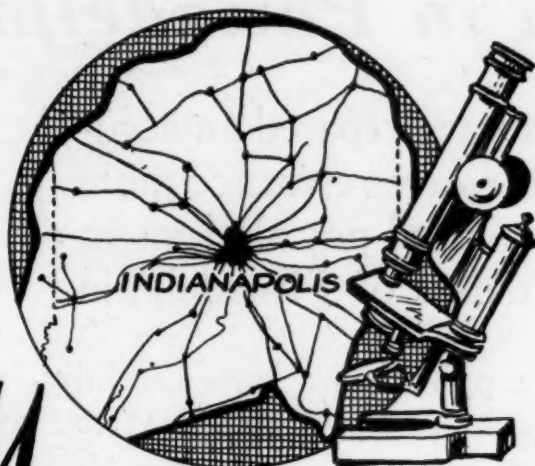
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Brass Tactics will win in 1922
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More Sales Power per Dollar!

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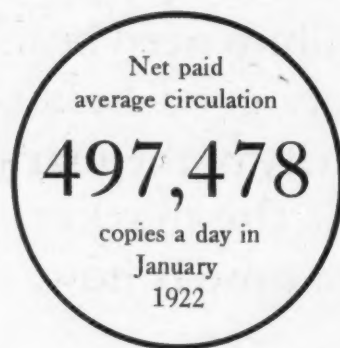
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The Bulletin has prepared an accurate map and ready reference table of zones, towns and populations in the 80-mile radius of Philadelphia

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Dominate Philadelphia



"In Philadelphia nearly everybody reads—

The Bulletin

*No prize, premium, coupon or other artificial methods of stimulating
circulation are used by The Bulletin.*

The circulation of The Bulletin is one of the largest in the United States

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Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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THE DARTNELL CORPORATION PUBLISHERS

The Dartnell Sales Service
Books and Reports for Sales Managers
and Salesmen

The Hardware Salesman

Publication Offices:

DARTNELL BUILDING
Leland and Ravenswood Avenues
CHICAGO, ILL.

Telephones Ravenswood 0365-0366

Eastern Office:

342 Madison Avenue, New York City, N. Y.

P. S. SALISBURY, Manager

Telephone Vanderbilt 3614

Canadian Office:

27 Wellington St., West, Toronto, Ontario

W. A. LYDIATT, Manager

European Office:

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Sales Management

*Published Monthly for Those Who Market
Through National Sales Organizations*

Volume Four

Established 1918

Number Six

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Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

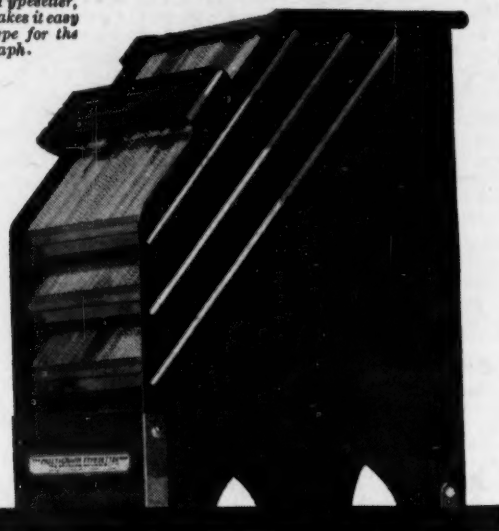
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This is the Multigraph Typecaster, which makes it easy to set type for the Multigraph.



To Increase Your Sales!

Now the small business, as well as the larger one, can avail itself of the Multigraph; of its ability to create inquiries and prospects and sales for any kind of product, whether at retail or wholesale. Here is a New Multigraph at a price that is so low and so reasonably spread out that any business can pay it without question.

Every business can profitably use this Multigraph—it was designed to meet the smallest needs—and it means bigger markets, more customers, larger sales, more repeat orders, and better business, all at lower costs than have hitherto been possible, to every business that has not had it. All these good results could be realized, if necessary, with Multigraphed letters alone.

But for only \$35.00 additional comes the Printing Ink Attachment, easy and simple to put on or take off, which will enable you to do any simple job of printing at so much less than printer's prices that you will see at once why we insist that this Multigraph will "pay for itself quicker than you pay for it."

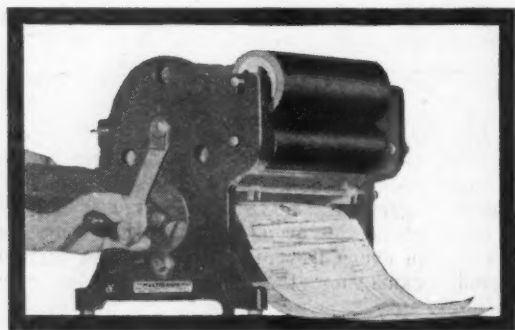
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Bakers
Banks
Brokers
Clothiers
Dairies
Druggists
Electricians
Grocers
Laundries
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Publishers
Schools, etc., etc.

Multigraph Uses

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Circulars
Stationery
Folders
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Cleveland, Ohio

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Sales Management

A Dartnell  Publication

Volume Four

Chicago, March, 1922

Number Six

How American Tobacco Company Builds a "Waiting List" of Salesmen

IT wasn't so many years ago that we used to speak of tobacco salesmen and "sign tackers" in the same breath. But that time has passed, at least so far as The American Tobacco Company is concerned, for this astute merchandiser has discontinued entirely the practice of tacking signs, and with the exception of a few window trims, concentrates its entire advertising appropriation in newspapers, billboards and a few magazines. Every man on its sales force, which numbers from 800 to 900 retail salesmen, is hired to do one thing, and that is to sell goods. And it is not going too far to say that from the standpoint of selecting, routing and promoting its retail salesmen this great organization whose sales are in excess of \$150,000,000 a year is second to none in the country, not even second to those large specialty concerns whose scientific management of the sales end of their business has exerted such a far reaching effect on the development of more aggressive and intensive selling.

All Sales Managers Were Salesmen

Like most of the concerns who lead in their respective fields of endeavor, the American Tobacco Company appreciates that you cannot make a mahogany table out of spruce lumber. In other words, it believes that the caliber of the men who will direct its sales activities tomorrow is determined by the caliber of the men who start in as salesmen today. It is one of the few organizations in the country which has steadily adhered to the practice of picking its executives from within, rather than from without, its own organization. In fact every sales manager employed by The American Tobacco Company has risen from the position of a retail salesman. It must, therefore, in the very nature of its growth, concern itself deeply with the kind of men who are attracted to its selling force.

In an endeavor to find a solution to this great underlying problem the American Tobacco Company has made many interesting experiments. It was one of the first concerns to test out the so-called "laboratory" method of picking salesmen as developed by Walter Dill

Scott and John M. Bruce. These tests are well-known to the readers of "Sales Management" and are described in detail in Modern Sales Management Practices. It is now some years since the plan of selecting men was used, and while it produced some good men as any plan must, at any rate it has since been discarded by Mr. J. W. Hill, who directs the sales activities of the company and who, more than any other man, is responsible for the great strides which have been made in the last several years.

The present plan used by The American Tobacco Company is a simple one, and being simple it is practical. Therein lies its success. While it is too much to suppose that you can take the plan developed by this \$150,000,000 concern and use it just as it is, it is very probable that you can use in some way many of the underlying ideas in the plan.

How Salesmen Are Recruited

The first principle of building anything is to get good material to select from. The better the workman the more carefully he selects his material, and so The American Tobacco Company not unnaturally, has deliberately set out to create just as large a waiting list of applicants for positions on its sales force as it possibly can.

One of the principal methods of doing this is through a little booklet entitled "Facts for Applicants" which is planned with the idea of "selling" a person who has expressed an interest in joining the American Tobacco Company's organization on the opportunities offered by that organization, not alone for making money, but for building a future. At the same time it is designed to weed out the undesirables and the bores by cautioning the applicant that the job requires loads of hard work, a moderate salary until ability has been proven, and that it is a job that calls for a real man to fill. "We are going to be very frank with you," the book reads. "We are telling you all about the company. How we have worked out our sales plan—and most important to you—all the advantages and difficulties of the work. We want good men, and we want them to come to us with their eyes open."

A particularly interesting feature about the American Tobacco Company's recruiting plan is that it has broken away from the policy still cherished by so many sales managers, of getting salesmen to start for the very least money they can live on. Just as Marshall Field changed the selling habits of the country by printing the price of merchandise plainly on the tag, and then adopting a rigid one-price policy, so The American Tobacco Company is changing the hiring habit of the country, so far as certain types of salesmen are concerned, by publishing broadcast just what salary it pays and paying no more or no less. This salary is \$25 a week at the beginning, with an extra allowance for traveling expenses, auto operating expense and other clearly defined items. At the end of a probation period of from thirty to sixty days the salesman is put on a bonus system which permits of his earning up to \$60 a month additional. Salaries paid retail salesmen who have passed the probation period vary from \$25 to \$60 per week.

How Salary Advances Are Determined

Unlike so many companies, however, The American Tobacco Company does not believe in over-painting the picture. There are few organizations which offer a man such opportunities to make money and above all to win promotion, but the prospective salesman is given clearly to understand that any advance in salary (which is separate from the bonus) depends entirely on his ability to work with his division manager and the way he performs the duties of a salesman. The division manager in recommending an increase in salary for one of his salesmen, attaches to his recommendation a record of that salesman's work for the previous six weeks. It is his record of production that determines the man's increase in salary, although other factors are taken into consideration for selecting men for positions as field managers, and division managers. In this connection it is interesting to note that to every five retail salesmen in this organization there is one district manager, to every twenty five retail salesmen there is one field sales manager, and to

every one hundred and twenty five retail salesmen there is one sales manager.

This close supervision is given to the salesman's work so that the salesman may have the benefit of the broader experience of his district manager. The American Tobacco Company does not believe, as so many do, that a salesman should be made his own sales manager and left to sink or swim. On the contrary it proceeds on the principle that when it turns over a certain territory to a salesman it has entrusted to him a share of its potential business. At least three days each month the division manager devotes to each of his five men, one day checking up his work and constructively criticizing it, and two days working with him in an endeavor to perfect the man's work. The division manager in correcting and educating the retail salesman performs the actual work so that the retail salesman can see how it should be done.

It may be interesting to see just how the matter of difficulties which a salesman will encounter are presented to him in the booklet which the company uses in recruiting its sales force. Some of these points cover fundamental selling policies which other concerns could profitably adapt in their sales work:

Industry: Intelligent and persistent effort is necessary if a man is to be successful with The American Tobacco Company. The retail salesman who is busy all the time, working systematically with head and heart and exactly following instructions, will make many more sales than one possessed of a greater ability who only works about half the time or along his own ideas and desires. If you do not like to work or have no incentive to work hard and steadily, or cannot follow instructions to the letter, the chances are greatly against your success.

Selling to Consumers: If a man lacks confidence in himself or cannot appreciate the real productive value in selling to consumers, he'll waste his time and ours in taking the job. If you haven't got the nerve or belief in yourself, your Company, its product and its plan, you cannot make good.

Selling All Stores: It is the purpose of the Company to have all stores or stands that handle tobacco in any form carry in stock its principal brands. This means that you have to deal with all types of people and all types of stores—the city merchant, the foreigner, etc., etc. Unless you feel that you can visit and sell all

types of people and places, your chances for success with our Company are not very good.

Handling of Automobiles: All The American Tobacco Company's retail salesmen travel in Ford cars furnished by the Company. This does not require you to be an expert mechanic. It does mean, however, that you will have to learn something about the operation of a Ford, and that there will be a few things you will have to do in the way of keeping car supplied with sufficient gasoline, oil and grease, water in radiator,

Tests that The American Tobacco Company Apply to Salesmen

HEALTH: A man must be in good health and, if necessary, be willing to have a physician give him a physical examination. His age should be approximately 25 to 32 years. (We have men, however, of a considerably more mature age who have proved their value.) A man should weigh 135 pounds or more, so that he can satisfactorily handle an automobile, and during the time when automobile is laid up (due to weather), be able to carry 40 pounds of tobacco and cigarettes in a strap and bag.

COMMON SENSE: A man must have common sense and education sufficient to enable him to grasp the company's selling plan and follow the plan exactly as outlined. He must be able to express himself clearly and forcibly in simple words. No technical education or experience is necessary.

HONESTY: A man's record and reputation must be satisfactory to the Bonding Company and The American Tobacco Company. Absolute honesty with himself, his company and its customers is a prime requisite to obtain and retain the confidence and respect of those with whom he comes in contact. He must be a man who is going to make the second call better because of the good impression he left on the first. He must be loyal—radiating and inspiring pride and interest in his company and his associates—a booster, not a knocker.

INDUSTRY: A man who has not the energy, dependability, perseverance and interest in his work to work hard each and every day for his own and the company's success, has no chance to make good. Amount accomplished is what counts, and hard work is the way results are most often accomplished. Some motive other than merely wishing a job is necessary. A man should feel that he can better himself and those dependent upon him by associating himself permanently with this company or he should not come with it.

COURAGE: A man should have confidence in himself, his company and its products and the necessary courage and enthusiasm under all circumstances to properly convince both the trade and consumers of the merits of his merchandise.

PLUS QUALITIES: In addition to the foregoing, which we feel are absolutely necessary, there are, of course, many additional qualities which will be of great assistance to a man's success, such as alertness, courtesy, initiative, tact, neatness, cheerfulness, judgment, forcefulness, etc., but we feel sure that if he really has Health, Common Sense, Honesty, Industry and Courage and will follow the Plan he will have no difficulty in making good.

etc. This will not always permit of your wearing kid gloves, or choosing the time and place for doing such work.

Clerical Work: The amount of clerical work required is not large. A retail salesman has to make out orders, daily reports, weekly expense accounts and route lists. It is necessary that this work be done legibly, accurately and promptly. (The men are required to print all their orders, reports, etc.) Carelessness, inaccuracy or failure to comply with instructions will be a serious handicap in your making good.

Elliott Fisher Plans Course For Old Salesman

Another one of the big specialty sales organizations has fallen in line with the widespread belief that one of the solutions to the present high cost of selling lies in better trained salesmen. Plans are under way by The Elliott Fisher Company, it is learned, which contemplate a study course of forty-eight lessons which the whole organization will take. The course is now being worked out by W. B. Busch, manager of the Educational Division, and will be divided into three parts—one part covering selling principles, another dealing with the product and its application, and the third part taking up accounting principles.

This company maintains a regular training school in New York City, and all new men (with a few exceptions) are required to take a three weeks' course at this institution before taking up active field work. After graduating from school the junior salesmen are assigned to senior salesmen or to local managers and work under their direct supervision. The school has been in operation three years during which time about forty per cent of the 130 men employed have been promoted to local managers, two of them were general office men in charge of sales divisions. Figures compiled on the work of the last class of forty-four men trained showed approximately \$40,000 sales for the first two months after completing course.

The Elliott Fisher Company pays the salesmen a flat sum of \$50 toward their expenses, and paid their railroad fare to and from New York. In a few cases where the men were not able to finance themselves they were given an advance of 100 dollars a month for three months only. This amount to be applied against future commissions. It is interesting to note that those salesmen who tackled

the job on a straight commission basis, and who financed themselves at school, invariably made the best men, and in every case are making good. The new salesmen receive only ten per cent of the regular fifteen per cent commission during the time they are assigned to a senior salesman. The senior salesman receives the other five per cent as compensation for his time in training the man.

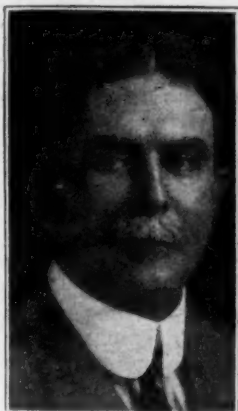
Make every word you speak an advertisement of the fact that you are a square salesman.

How I Handle Stubborn Salesmen

By Saunders Norvell

Chairman of the Board, McKesson & Robbins, Inc., New York

The following is a stenographic report of a talk given on January 16th before the Sales Manager's Association of Philadelphia. No attempt has been made to edit it, as we want you to have the talk just as Mr. Norvell delivered it—just as you would have heard it had you been at the Philadelphia meeting.



I AM not an orator—just have a little chat. But, as some of my talk is about the traveling salesman as a city builder, I have worked out a pretty fair talk, and I don't know whether I can get away with it or not, so I am going to try it on you first, just the

same as they come from Atlantic City to New York, and try it on the dog first.

I will try to sketch a part of this talk for you. The traveling salesman is a city builder. When you go to these various cities, if there is a jackleg politician, orator, or soldier, or also-rans, you see monuments erected for them, but you never saw a monument erected to a traveling salesman. I venture to say that the first city that would have the courage to erect a monument to a traveling salesman, would make a hit. They will laugh at me. But what built up Venice? Of course, you know the history of Venice. Trade built up Venice. She sent out her ships, and her salesmen went with the ships. They went to the Orient; the caravans went to India, by way of Venice, and she sat there and collected tribute from all that trade that went through Venice to the Orient. Venice became a great city, and they built palaces, but had no literature. A curious thing, nobody ever wrote in Venice. They had painters, statesmen and all that, but no writers. Isn't that curious? I have been to Venice, and today Venice is rotting, it smells bad. It is all right on a moonlight night when somebody is playing a banjo, but in the plain daylight, Venice is a rather sorry looking place. What settled Venice? Christopher Columbus discovered a new way to India. Then trade traveled to Spain, to Portugal, to Holland, and finally to England, and Venice was left on the side-track. I have been in Edgartown, Massachusetts, and seen the site of the rotting piers where the old whaling ships used to come in. Edgartown is now on the side-track. Why? Standard Oil Company. We have oil instead of whale oil. Oil out of the earth. So that, when you really study the history of the nation, back of it all, is trade—business. Where we have salesmen and sales managers, after a while we have factories, business houses, and then we have good streets. Then we have art museums, music, and

we have art. But it is all business—trade. Everybody has it in for the business man, and the poor salesman, to say that you are a drummer—just tell them you have been a drummer. I know a lady friend of mine high up in society, and she said, "Why are you always telling people you were once a drummer, you know that hurts you?" I said, "I don't give a 'D'." What I want people in business to feel is, to be proud of being a sales manager, proud of selling goods, and proud of salesmen. That is the first thing I try to instill in salesmen. And, if you are sales managers the first thing you have to instill into your salesmen, is pride in their work and in themselves. I haven't much use for the man who has no conceit or pride, because I can't do anything with him. I like the conceited salesman, because you can talk to him and puff him up, and he goes out and can sell anybody. But, if there is no pride or conceit, there is no handle to get a hold of at all.

Selling a College Education

The reason salesmen are so valuable, not only valuable for selling goods and bringing in profits, is that you get the best men in the house from the salesmen. You send a little fellow out on the road for ten years training, and then you have a cracker jack house man. That is the method I always follow, bring your man in from the road and you have a practical man. Harvard and Yale are all right, but if you will only take a fellow off the road I won't lose any sleep about his competition. It is perfectly simple; they have met the customer and know the peculiarities of the trade. I have made a few notes. Mr. Babson says that "In 1922 we are about to face the stiffest competition this country has ever known." I think that is true. And, it is going to be very fierce for the reason a good many people haven't thought about it. That is why this great world war has taught us one thing. The world war has taught the thinking men of the world the tremendous power of organization. Don't you know that business today is organized in a more powerful way than ever before in the history of the country, and if you could be in New York and listen to what I hear and see what I see, what these business giants are doing and preparing to do, and how business is going to be done, it is a battle of organizations. They are leaving nothing to chance, nothing to guess work, it has all been figured out. I guess I am an old time sales manager, and when I get with this younger set in New York and listen to their plans in the inner circle, I realize that the concern that expects to win out today and in the future, will certainly

have to be organized and have to get at quickly. We are going to have selling in this country right, because it is being studied as a science.

The United States produces, and the world acknowledges it. Within the last year I have been in Germany, France and England, and talked with the biggest merchants in those countries. I was in Berlin, Vienna, and talked to those German manufacturers and they admit that when it comes to the handling of machinery we have them beaten. But when it comes to distribution we are infants at it. Do you know, we don't know the game yet. Do you know this country today is staggering around for means of distributing goods. It surprises you for me to tell you that. I will give you some facts. I am not much of a statistician, and you wouldn't remember them, but I am going to give you just one figure to think of. The very best information we can give about manufactured goods in this country, figuring from the consumers head—taking the consumer as one head, the manufactured goods cost thirty-three cents, and when the consumer gets it it costs him one dollar. In other words, from the cost of the manufacturing of the average merchandise in the United States, taking a large number of lines, it costs thirty-three cents when it leaves the factory, and costs one dollar when the consumer gets it, which means it cost sixty-seven cents for distribution. Do you get that? I have the authority right here, a chart showing how that is divided up. The sixty-seven cents is made up as follows:

Manufacturing	\$0.12
Advertising	.02
Manufacturers' profit	.04
Wholesale expense of doing business	.10
Wholesalers' profit	.05
Retailers' expense of doing business	.28
Retailers' profit	.06

Add to that the manufacturers' cost of thirty-three cents and you have your dollar.

Now, it does not take much intelligence to realize that this thing cannot last. Something is going to happen. Now, what is happening? The old time system of distributing goods was from the manufacturer to the jobber, and from the jobber to the retailer, and from retailer to the customer. What is happening? Chain stores are springing up; that is, manufacturer to the chain store, and from the chain store to the consumer. The jobber is left out. Then we have the retailer jobber. That is where the retailers own the stock and derive a profit. Now we have the co-operative stores

starting as in England. In England a big quantity of goods are sold that way. That means the co-operative store to the consumer, and the jobber left out. In this country we have great mail order houses. There, it is the manufacturer to the mail order house, the mail order house to the consumer and both the jobber and retailer are left out. We see all these different systems working to distribute goods to the consumer. What is going to happen? Now, all the jobbers are saying to the manufacturers, don't you sell this chain store and don't you sell this co-operative jobber or you cannot sell us. You have all been up against that. What are you going to do about it? Probably the jobber doesn't give you support. The jobber says, you can't take that ten thousand dollar order because if you do I will report it to the jobbers' association and all the jobbers will stop buying from you. So you don't know what to do. Sometimes they say, don't sell a mail order house because if you do you can't sell us. You are up against that. I have been mixed up in the game myself. I have been all through it. But, all these things mean that distribution is not settled. We are trying to figure out some other plan, and just exactly where it is going to land I don't know. But I do know one thing, and that is, we have found better salesmen and that is where I am now coming to your point of it.

Salesmen Not Essential

I took a trip the other day in Pennsylvania, and went to a little town where I sat in a little hotel and talked to a salesman in the afternoon the sun shining brightly, and his feet upon the desk, smoking a cigar, in the middle of the afternoon. I said "Boy, you know there are a lot of people who question the value of a salesman right now, whether they are worth their hire, and you are sitting here smoking cigars with your feet on the desk." I have a list of concerns who have made a tremendous success who never used a salesman. This is a list given to me by a man who is very well posted:

Postal Life Insurance Company; Jiffy-Jell; Pinkham's Vegetable Compound; Roth's Memory Course; Alladin Houses; Castoria; F. E. Davis (sells fish.)

Those are a few of the people who never employed a salesman and made tremendous successes. I give you this because I use that with our salesmen. I tell them, do you think the salesmen have a cinch? It is a question of the salesmen being on trial. Now, I presume that most of you handle salesmen, and so now I am getting down to the point of my talk on handling salesmen, and I understand from the list of questionnaires presented I am asked whether I believe in this lady, Catharine Blackford's theory. You know, there is a whole lot in her theory. For instance, I might take this chalk and just sort of sketch a face (drawing face) and I would ask you if you would talk to this man on the question of Christian Science. Or, you might meet a man like this (drawing) and I would ask you would you talk to him about prize fighting. You hardly would. So you know, there is quite a lot

in this. I could go into feet or legs, and the rest of the body and take the people's character from their legs and the way they wear out their shoes. You know, there is a lot to it. If ever you see a man who wears his heels on the outside, you know what this is—he is bowlegged, isn't he? And we all know the bowlegged man is usually bull-headed, and a knock-kneed man is weak, and wears out his heels on the inside. Usually he is not as determined and bull-headed as the bowlegged man.

Why Is a Man Bow-legged?

I don't have to tell you that. The child who is full of ambition and enterprise starts to walk before his legs are strong enough to support him so he bends his bones. That shows his ambition. I have a theory that no one ever changes in life, we modify ourselves but never change. A thief is a thief and a liar is a liar from the beginning to the finish. I could show you more illustrations but I won't take the time now. I am getting to the salesmanship. You hire a salesman. I have hired hundreds of them, but I look at a man's eyes and his teeth. If he is syphilitic it shows in his teeth. The teeth always indicate the health more than anything else. If he has been a drinker in times past that shows. I mean a hard drinker. You sit there and look at him and talk to him. Now of course, we take a chance sometimes, sometimes they turn out pretty well, because we can't get a perfect man. I heard it said you had a person address you who said he knew of one hundred per cent salesmen. I never knew one in my life. I had a friend who handled salesmen and he said, you can't get them tailor made. But there are certain types of men who make good salesmen; they have the social element highly developed, and others will never be salesmen. Now, it is a big thing. I have known some of the best salesmen to have curly hair, wavy hair, while straight haired men may make good salesmen. I don't know why but wavy haired men are usually orators—like myself. Have you noticed that Southern men make good salesmen? There are more in the South than in the North. I can put a Southern man in the North and he can sell goods, and I can put a Northern man in the South and he can't sell goods. I have tried it. That is because the Southerners are a sociable class, and salesmanship is very largely a matter of being sociable, or making friends. That is the basis of it.

The other day we sold salesmen on the block. In other words, we put a salesman on the block, a point to use where you have anywhere from ten to forty salesmen. We put up a salesman on the block and what we said was this, hair cut is twenty per cent out of a possible hundred, neck tie, ten, shirt ten, shoes twenty and suit forty, making a total of one hundred. Suppose we have a gentleman here stand up. What will we give him for his hair cut, and watch all the other salesmen take cards and rate him. We had more fun with it, some were sixty per cent and some seventy, and a few were ninety. A curious fact is that our two very best salesmen were rated ninety

per cent in appearance. You can say what you please, whatever man got up on that block his shoes would only get a certain per cent. One fellow had on a striped shirt, cheap imitation silk, with some dirt around the cuffs, and a negligee collar, and the salesmen were rating this man. We didn't rate them, and you should have seen the way they went after some of those collars, and shoes that were not shined. You know, those fellows will never forget that as long as they live. That is just a little thing but it is important.

The Five Kinds of Salesmen

Then take the five different kinds of men you have to sell when you go out on the road. First, the Benjamin Franklin man, the man who weighs this and weighs that, and thinks it over—the intellectual man. Benjamin Franklin weighed everything, and figured it all down, had a card system. That is the man you have to have your arguments with. You have to tell him about your automobile, lawn mower, cash register, or whatever it is. That is one type. The next type is the Bismarck man, the one who says yes, and no, positive on everything. How do you handle him? I agree with him of course. Then we take the man who talks about his wife's intuition. Did you ever meet him? The man who thinks women's intuition always better than a man's, he doesn't do anything until he talks with his wife. That is another type. You have to meet his wife of course, it is the only way to handle him. Then there is the weather-vane man, the fellow who always comes in in a hurry, "By George, what about this," "telephone him, I will be there at ten thirty, I will be there"—"what do you do on that?"—"call off the other engagement, all right, we will do that." He is the kind that is just going around and around, and he has his desk piled up with papers—like a weather-vane, just blowing around. And, this great salesman said there are more of those men in business than any of the other kind. This means about fifty-five per cent weather-vane. Am I right?

That is what you are up against. This may be something that you don't believe in, but I do. The only way to handle this weather-vane man is to run him up to a room by himself in a hotel without a telephone until you can talk to him.

"The average window display is worth \$20 per week. It costs only \$5.70—the agent's \$5.00 rental for the space and the Sales Division's 70c for the trim. All of which nets a handsome profit. The three-unit display frame has been a decided success. More than 2700 of them have been sold to the agents at \$5.00 each. That small investment indicates that the agent is a live wire and really wants to increase his lamp sales."—National Electric Lamp Association.

The death of FRANK S. KING, treasurer and director of Charles Gulden, Inc., manufacturers of Gulden's Mustard, New York City, is announced. No successor has as yet been appointed.

Division of Authority Breeds Delay, Compromise, Half-Way Measures

Why One Sales Manager is Not in Sympathy with the Taylor Society's Theory of Separating Sales Planning from Operating

By Harry J. Winsten

Sales and Advertising Manager, H. Black Co., Cleveland

Any attempt to apply generally the principle of "Separation of planning and operating in sales work" to wholesale selling would be futile. It is quite true, as Mr. Frederick suggests, that very few possess in a high degree both of the two qualities called for in sales management. As a matter of fact, very few possess in a high degree either of the separated qualifications. Isn't the same thing true as applied to selling and advertising? For some time we have heard a discussion "Should the Sales Manager be Advertising Manager," "Should the Advertising Manager be in charge of Sales Promotion." In a large degree, most of these discussions are academic so far as any general rule is concerned. Each business to my notion, must build its organization not so much on what some other concern is doing, as upon what are the necessities of their particular business and in consideration of the organization on hand.

I am very much afraid that the splitting up of duties is one of the greatest troubles of business today and has justified a charge of too much overhead. I believe in centralized control, and that general titles cut little ice in the long run. In every business, unless it is an extremely large one where, as Mr. Frederick states, the one man principle has been discarded, there ought to be in the sales department a real sales manager. He may not develop entirely the plans from the standpoint of analysis, and of course, he does not attend to minute execution, but he is the man who must, in the last analysis in the average business, be responsible for analysis, plans and execution. He may look to outside counsel, either in an endeavor to strengthen the analysis and plan end of his work, or in arranging for a more intensive or extensive endeavor in execution.

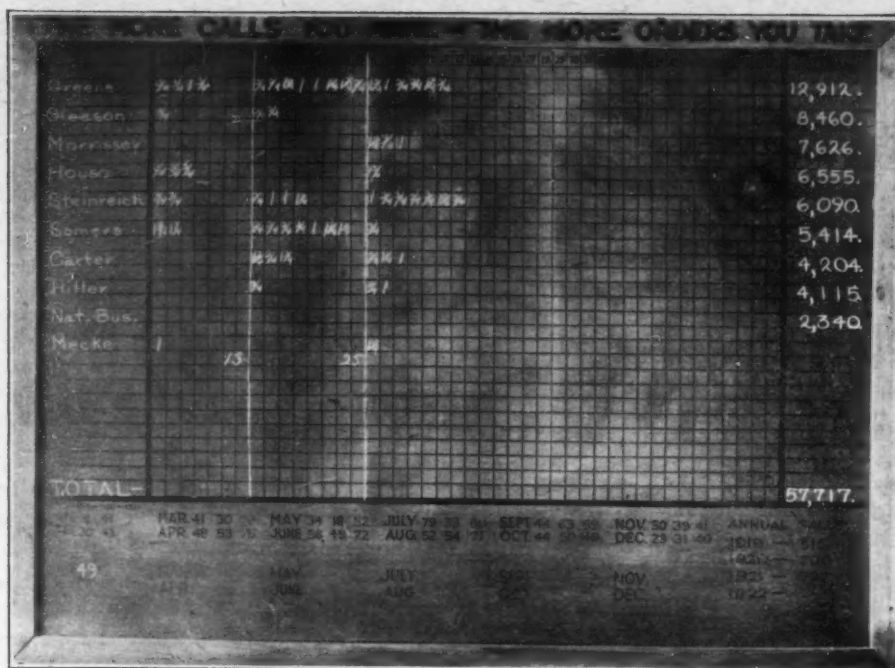
Suppose you do separate functions, and install able individuals as departmental heads, you are just as apt to find one department out of balance, by virtue of "dominant mind." But in the long run, any such division makes for bureaucracy, inertness, procrastination, "conferences"—that bane of business today—"passing the buck" and final disintegration through "a house divided against itself."

Let me say—the real sales manager will organize the various functions suggested as required, but he knows too well what over-organized desk officers mean to costs. The average manufacturing business can not stand too many "functions" as our theorists would put it. "Leave it to George" is raising Ned with business. Please understand I am an advocate or research, survey, planning and task assignment in business, but all of which must be passed up to and have the OKay of the head of the marketing department—the real sales manager. You can't hold a real sales manager responsible for success or failure if he does not "sit in" on every phase of the business that has even a remote connection with the problem of successful distribution.

While there may be something to the contention that we need a pessimist for one job and an optimist for another, I want to say we need the exercise of more plain common ordinary horse sense based upon actual experience. Compromise, delay, half-way measures, come from this highly specialized division of authority. Our entire industrial fabric is suffering from too much systematitis and red tape.

Again let me say, I am not opposed to subordinate specialized divisions, but as far as distribution is concerned, I want to see in most organizations less division of authority and corresponding responsibility. I want to see bigger market men, who can direct visualization, planning and execution; who need not be pessimists with blue spectacles on the day they plan and optimists with rosy "specks" when they have a salesmen's convention. Yes, men that can slap a good salesman on the back, or reverse the greeting where it is deserved. Where the business is extensive enough to need division after division of duties, let's have it, but main distribution, control, authority and responsibility should go to the "Foch" of the marketing end of the business.

Am I too radical? Let's hear from men who do not merely sit at desks or write about the theory of distribution, but sales managers who know their Idaho Falls, Clarinda or Baraboo as well as their New York, Boston, or Philadelphia.



A Bulletin Board that helps along the idea of making salesmen realize the importance of making every day stand on its own feet

How We Get Our Salesmen to Work Harder

An interview by Eugene Whitmore with

B. L. Seymour

Sales Manager, Stratton-Bliss Co., Dodge Distributors, New York City

THE thing that holds back salesmen today is lack of incentive to work. I think that the biggest job of the sales manager is to provide a constant incentive to keep the men out working, and prevent them from waiting around the sales room for customers or prospects to come in or call up."

That is the way my interview started with B. L. Seymour, Sales Manager of the Commercial Car Department of the Stratton-Bliss Company who are Dodge Brothers dealers for New York.

"The trouble with sales organizations like ours is the fact that some of the men are satisfied with earnings which do not represent a volume of sales large enough for his territory. That problem might appear simple. One might think that it would then be merely a problem of putting on another man, cutting the size of the territory, and permitting the salesman to go along being satisfied with smaller earnings.

"But we figure differently—we want high class men, whose earnings are large, therefore I consider it my first duty to keep the men supplied with the incentive to work. The big thing in doing this is to keep a man going at high speed once he hits an order getting stride. We push a man who has just enjoyed a phenomenal sale, or who is in the midst of an exceptional week."

Here is a thought for many sales managers. The salesman who has just made \$150 as commission for one sale is going

to do one of two things. He is going to "rest up" for a few days and spend his money or if he is provided with the right incentive he is going out and work with all his power to duplicate that sale. One of Mr. Seymour's plans is to offer an extra bonus on top of the regular weekly bonus when one or two salesmen are running a close race for leadership, or when one or two of the men seem to have hit a speedy order getting stride. There is a regular weekly bonus of ten dollars for the man whose sales are highest. Suppose two salesmen enjoy two or three days that produce nice orders consistently. "That is the time to take advantage of the psychological condition of the salesman's mind," says Mr. Seymour. "We must not pat him on the back too hard so that he will feel as if he is entitled to slow up for a day or so and take things easy, but we must make every effort to keep him going—to cash in on his feeling of confidence, and his regenerated energy which comes from the feeling of success.

"We all know that one of the surest ways to provide incentive for a salesman to work is to appeal to his pride—to get under his skin with the thought that he is as good a man as the next fellow, and that he will not submit to being at the tag end of the procession.

"To foster this spirit I have in my office a large score board on which we chalk up the sales as fast as they are completed. The minute a contract is

signed and accepted it is brought into my office and chalked up.

"This board shows the sales in dollars and cents by months for several years back. Every day we know just how much we have to produce to beat the same month last year, and the year before. At the right end of the board last month's sales are shown in dollars and cents. The current sales are shown in code day by day. Every man knows just what the others did yesterday, and pictured before him constantly are the results of his efforts day by day, keeping a daily reminder of the fact that the month is slipping by, and that he must produce a certain number of sales from his territory if he is to beat last month.

"I tell our men that success in selling depends on three things, Product, Territory, and Work. I say to them, 'Which one do you lack?' We know that they have the best territory in the world for selling salesmen's cars, light delivery trucks, taxicabs and other commercial cars. We know our product leaves nothing to be desired—then it comes back to us—how much work are we willing to do?

"No salesman can put up an argument of this platform for success. Then it is merely a matter of making enough calls, and keeping in close touch with prospects. Note the caption at the top of my score board. That is a constant endeavor of mine—to impress upon the men the utter foolishness of not making enough calls, and in sticking around the salesroom waiting for leads."

Mr. Seymour states that leads or tips will soon show what kind of salesman a man is. He uses leads to bolster up men who are experiencing a temporary depression. The best of salesmen will have off weeks. When a good man shows signs of getting discouraged or of working around in a circle and getting nowhere Mr. Seymour manages to find a couple of leads for him.

"Cold canvass calls are a good thing in this business," says Mr. Seymour. "The minute there is a shortage of leads and inquiries I send my men out to cold-canvass a part of their territories. We dig up many new prospects in this way and eventually close a lot of business. Take our most successful salesman. Often he will spend an evening at a dance given by taxi-drivers, or a few hours making friends with these fellows during their leisure moments at some stand.

"Every other Sunday there is a meeting of salesmen. Occasionally an outside man is brought in to address the men just to give them a variety. Here everyday selling problems are discussed, transportation costs analyzed, loads, technical details, selling points and new models are made thoroughly familiar to the salesmen.

"Despite some severe weather in February, and the fact that it is not a big month in this business (at the time this is written), the sales force is producing business almost as fast as during the biggest month ever experienced by the Stratton-Bliss Company, which was during the summer of 1920—this also in spite of the fact that business is supposed to be dull."



Loneliness

The Salesman's Curse

By One Who Knows

SALESMEN are Gypsies, in a sense. It is the very nature of the business. They pick up their tents and silently fade away—on schedule time, from place to place and from town to town.

We are speaking now in the broad sense of salesmanship. Men who "stay put," in a given ratio of territory, and manage, somehow or other, to get home in time for supper every night, and not keep The Wife waiting over fifteen minutes, belong to the hot-house variety.

They are important, but they have nothing to do with our present discussion.

The salesmen who keep factories working at night and who make one hundred thousand dollar advertising campaigns possible, are the salesmen who know Pullman car porters somewhat better than they do their own Vice-Presidents, and who have learned how to assimilate a thousand different kinds of cooking, without a dose a day of Bicarbonate of Soda.

The Men Who Make Business

The real business of this great land of ours is conducted and fostered by the fellows who keep a railroad time-table always in their wallets, and appreciate that fifty cents is entirely too much to hand out as a tip to anybody, unless it happens to be a cabinet minister or a Revenue officer.

Loneliness is the curse, the retardant of any salesman who must fare far from home.

It bites deeper than poor business and a cold shoulder at office doors.

And the worst of it is, it **HURTS!** You can't escape it if you are not lifted out of yourself. Mental Science is of small avail, although we are willing to concede that every individual inherently possesses his own cure, if he can arrive at a wide diagnosis of his case.

A syndicate, producing newspaper features, issued a cartoon. It ran in many newspapers, in cartoon style, and one sales manager that we know received more than fifty clippings of that picture from as many road salesmen, who had seen it in newspapers locally, wherever

they might be, and had considered it intensely personal.

And this is the story of the cartoon:

The title reads: "Over Sunday in a Country Hotel. There are eight little funny pictures, each one strangely tragic. What they illustrate is best told by their individual captions:

"Commercial traveler—country hotel—no other guests—Blizzard—Sunday.

"Reads Village Weekly again—Children's page—Woman's Page—Advice to Lovelorn—Hints to Farmers—Rotation of Crops, etc., etc.

"Reads Hotel Register from Beginning.

"Looks at Auto Road-Map for Tenth time.

"Sits in window some more—meditates on cursed job—hates head of firm—wonders what firm takes him for—Boils!

"Writes Second Letter to Wife and Kids.

"Manicures nails again—almost pared to the quick.

"Glad to talk to the wonderful waitress—glad of companionship. Glad to hear voice—Feels nearly justified in making date."

His Thoughts Were at Home

And the final observation is: "Do You Blame Him?" I have been on the road. I'll say "NO", and put it in Caps. There may be approximately a thousand different grades of Loneliness, but the very worst species of all, is that of the salesman who is fifty miles—or a thousand—from home—and knows that only a thin thread of telegraph wire—at stated rates—can complete the circuit.

I once knew a salesman who couldn't afford to keep his job because of long-distance toll rates, coupled with a sentimentality that was rather ennobling and fine than otherwise. As nights came on, wherever he happened to be, his thoughts—and his heart—sped to his home, his wife, his children. And he simply couldn't resist the temptation to "call up." He would wait for hours in his little hotel room—without the last meal of the day, if necessary, while Central made the connection. And the conversations were nearly always the same. How was

Mary? Were the kids all right? He just wanted to know that everything was O. K. The very hearing of the home voices was enough. Then he was satisfied. But those long distance calls ranged in cost all the way from ninety cents to four dollars. And he was conscientious enough to pay for them himself. They didn't go on his expense account. At the end of the month he had eaten up his salary in telephone bills.

Some salesmen have the roving disposition and temperament. They are as calloused against travel and a new home every night as any member of a Burlesque troupe. They are kin to the sailor. But it must be admitted that while a great many salesmen would have you think they are hardened to the life, deep down in their hearts, they are hungry for something that stays put.

A Cure for Loneliness

For my own part, when I went on the road, I began a systematic process of hardening. I cultivated the intimate acquaintance of every day and night clerk of every hotel at which I stopped. I wanted each one of them to thrust out a welcome hand to me and smile and say: "Howdy, Jim! Glad t'see-ya."

I did a great many other things, too. I managed to make friends among the little fry, the bell hops and the waiters and the station masters and the cabbies and the baggage smasher. I deliberately set out to see how many people, in a given place, I could cultivate to the point where they would remember me, be glad to see me again, and thus alleviate my loneliness.

It's in the writing room of a country hotel that you can read the story of the Great Human Loneliness, since home ties are clipped.

When Jim meets Bill, quite by accident, you'd think it was a get-together of men who, devoted friends, had not shaken hands for twenty years, belonged to the same Lodge, and knew nobody else in the entire universe. The magnet to the pole has nothing on them.

Salesmen, once the day is over, gravitate to that little stuffy room, light their cigars, and hunger for companionship.

The talk may range from Prohibition to why the Eskimo eats blubber, but talk there must be, an exchange of ideas, human contact.

Cheerfulness is an essential to salesmanship. No man ever signed up a big order who was consumed with the grumps and attacked by pessimism. These bits of psychology have a bad way of jumping across distance, and disturbing the other fellow. If there is one thing on earth that's catching, it is the blues.

One of the wisest sales managers and students of organization men I ever met, seemed to sense the importance of the possibility of loneliness on the part of his people, and took steps to combat it. He was not, by the way, one of those old crabs who remark: "we hire men, not babies. If a chap can't stay away from home for a couple of nights, he should not be a salesman."

This genius of whom I speak was considerate, thoughtful, far-seeing. And he came nearer getting 100 per cent efficiency out of his organization than the average. He always worked on the principle that human nature doesn't vary so much. And that was where he won out.

And here are some of the things it was his business hobby to say:

"I manage, sooner or later, to meet the wives of my salesmen. And I suggest to them that they write their husbands daily, if necessary—even if it is no more than a line or two. And if a man isn't married, then I tell the same thing to the mother, the sister, the sweetheart. In order to facilitate matters, I tell my men to leave a schedule at home when they go away, stating where they will be on certain dates.

Encourage Salesmen to Write Letters

"Letters are a great saving grace. If a salesman can return to his hotel at night and find a note from home, it tapers off the day with a halo of happiness. That means sitting down and writing an answer. And when a man is writing a letter, his thoughts have been transported somewhere else. His immediate surroundings don't matter so much.

"Last year, we tried out a novelty and it is working rather well. We provided every man of the department with a neatly-made leather writing case—slips easily into his bag and doesn't take up much space. There are firm envelopes, self-addressed and stamped; there are plain envelopes with writing paper to match, for letters to family or friends, and these are also stamped.

"And, while on the subject of letters, allow me to state that a firm is sadly remiss when it does not follow its men onto the road with just the right sort of friendly correspondence. As a sales manager, I have found it inexpedient to ever reprimand a salesman when he is out on business. Regardless of how many mistakes he may have made, poor business, or anything else, save the reproaches and the moral lessons and the bullying until he returns to the home office.

"Here and there, along a man's route, we send him letters. They contain helpful information but never reprimand; never a subtle hint that if he is doing ninety per cent well, he should make it

one hundred and ten, just to provide special articles for the business system magazines.

"Those jazzy ginger-up letters seldom work out in practice. There are more ways than one of reminding a man that he isn't working under a full head of steam. We issue a special internal house organ, by the way. It's a little affair, only two sheets, but it is the finest morale-builder imaginable. It is for salesmen and salesmen only, is illustrated with humorous cartoons on the subject of salesmanship, and its text treats of the men and problems a sales force is sure to meet up with while on the road. The salesman is never joshed, never kidded. We jingle the joy bells at the expense of the customer or conditions in general. The salesman can cuddle up in bed in that yap hotel at ten thirty and giggle himself asleep over the fun of his own profession. The house organ plays only sweet melodies and perfect harmony. There's not a sour note in it. The editor, I might remark in passing, is an old-time minstrel man, if that conveys anything to you.

"Another thing we do—buy Y. M. C. A. memberships for our boys. We encourage their dropping in at the local places—into gyms and swimming pools, reading rooms and the like.

"I am not press agent for any one club or organization or society, but there seems to be always a Y. M. C. A. and we find the atmosphere is decidedly helpful. A place to go—a place to go—that is the big idea. An objective for a man when he has closed his sample trunks or finished his condensed-milk ice cream and chicory coffee at the Morton House, Cor. Main and Jimson, Spittunia, Ill.

The Friendly Touch From Home

"I have mentioned house organs. We issue another and a very much more pretentious affair for internal consumption. It is printed on poor paper and is not an important document, but there's a wonderful head-room in it for contributions and we use small type. Before a man starts out on a trip, we invite him to give us articles, verses, jokes, stories, anything that may occur to him. Send them back as he writes them. And they are printed. You'd be surprised to see how much after-time these lads devote to their literary endeavors. They feel it is a big responsibility. We offer prizes for the best material every month. Mischief doesn't bother busy hands. Its the idle ones that get into trouble. A lonely man is very apt to stray from the fold and spoil his next day. It may mean only staying up too late at a dance or a show, or getting into one of those bloodthirsty games of draw poker, where you only stop when they have taken your shirt and garters and are beginning to shave the hair off with a safety razor, but loneliness breeds restlessness and restlessness has a bad way of blindfolding a man to Tomorrow's job.

"These literary contributions that come to our larger internal house organs often provide amazingly helpful business information. It creeps in by accident. There are barometers of interest between the lines.

"And here is a last big idea, a really worth-while piece of diplomacy—every year, or twice a year, when our local agents, branch managers, etc., come here to the factory, I manage to get them aside, individually, and tell them to assist in entertaining our salesmen when they arrive in that town—invite them out to their homes and all that sort of thing. More than once I have asked an important client of ours to do the same. And I encourage the knowing how to play Golf. Just to make sure that the boys do learn the game, we give a tournament every so often, to which little batches of salesmen are invited. We play for a cup—no matter if the cup isn't worth its weight in pewter."

He means all he says, does this sales manager.

I have worked for him and I know. And during his regime, when I was there, the road meant nothing terrible in my life. At the end of a day, I was too busy to get into trouble or to fall a victim to loneliness. It was Golf or a gymnasium, or writing for his dinged house organs or penning a note on special blue and gold stationery, to my wife, just to show her how nice the paper was or to use up the stamps, or an evening at a branch manager's house or—or something.

But, Oh the deadly gloom of those awful hotel rooms. The fancier they are the worse you feel.

The horror of the strange dining rooms and the stranger grub.

Strange Dining Rooms and Strange Grub

The laughter that floats in from other rooms—the forced pleasantries of the desk clerks—the solemn crunch of your feet on the hotel hall carpet, as you come up from supper to a desolate room—the dim lights—the evening paper that seems to be filled with nothing—the days that have brought poor business returns—the hankering after somebody's arms around you and a friendly pat on the back—kids—a neighbor across the way, bowing and smiling—every man who sells and travels has been conscious of all this and understands how deadly the sensations are.

And—like my friend—there comes an evening, with rain pattering against the window, and you can't stand it any longer. You go to the wall phone and give Central a number that makes her gasp and say: "My Gawd, why dontcha talk with London!"—and after an interminable wait—after your heart has bumped and thumped until your shirt front feels bloody, every time there is a faint tinkle—you race to the receiver and choke, and sputter and—

And then, from across the world a faint, glad, joyous voice sounds in your ears—"Hello—Hello—is that you Jimmy! Oh, I'm so glad you called up. Where are you dear—business all right—yes, yes the children are fine—and little Marguerite sends a kiss to Daddy. Take care of yourself, Jimmy. Watch out for that cough and wear your rubbers—good bye—Good Night, Dear!"

And you go to bed, still with a catch in your throat, and your eyes dim, and not caring a hang whether somebody thinks you are a damned sentimentalist or not.

Selling through grocery stores

Drop into any grocery anywhere in the United States—city, town or village.

What names will stand out from the shelves, the counters, the showcases, to arrest your attention?

Names shown here will stop you there—some nationally, some restricted to certain territories—Aunt Jemima, Libby, Lux, Fleischmann's Yeast, Swift, Brer Rabbit Syrup, Yuban, Rinso, Penick Syrup.

We shall be glad to discuss opportunities in the grocery field with manufacturers of non-competing products which merit leadership in this field.

The J. Walter Thompson Company has grown large by intensive work on a small number of accounts. The J. Walter Thompson Company, New York, Chicago, Boston, Cincinnati, Cleveland, London.

The collage consists of several overlapping vintage advertisements. At the top left is an ad for Aunt Jemima Pancakes featuring a woman's face and the text "talk about scrumptious breakfasts!". To its right is a large ad titled "On the SERVING of BREAKFASTS" with multiple small illustrations and text columns. Below the Aunt Jemima ad is one for Penick Syrup, showing a woman and a bottle, with the text "The makers of Brer Rabbit Molasses announce Penick Syrup". To the right of that is an ad for Yuban coffee, showing a box and a cup, with the text "The Yuban method". Below the Penick Syrup ad is one for Brer Rabbit Syrup, featuring a rabbit and the text "The makers of Brer Rabbit Molasses announce Brer Rabbit Syrup". To the right of the Brer Rabbit Syrup ad is an ad for "The difficult half of the Christmas dinner" showing various food dishes. At the bottom right is an ad for "Medicine cannot do this for you" featuring a man and the text "Your strength and vigor depend on what you eat". Other smaller ads include one for "Any water made as soft and easy to wash with as rain water" and another for "Swiss 'Silverleaf' Brand Put".

Why We Have No General Sales Manager

By H. W. Hoover

General Manager, Hoover Suction Sweeper Co., North Canton, O.

THE point raised by Mr. Frederick in last month's "Sales Management" is both timely and interesting. I can readily understand that a division between the planning and operating work in managing a sales force would be beneficial to many organizations which are handicapped by too little creative planning. His point that it is difficult to find the essential qualities of both an operating executive and a planning director in one man is well taken. Yet I am inclined to think that it is equally difficult to take plans which are

the "child" of another man's brain, you might say, and get them executed with the same measure of success, as would be the case if the man who did the planning and the man who is responsible for the success of the plan were the same.

In our work we have endeavored to steer a middle course which will avoid the danger of either alternative which Mr. Frederick mentions. It has been our experience that often the planning type of mind is too theoretical. Selling is such an intensely human process, and so dependent upon an intimate knowledge of

human nature, that theory must be injected into the selling plan with great care. We all know of numerous sales plans which have looked wonderful on paper, but proved disastrous to the business when it was attempted to put them into practical operation. A plan that will work out excellently in New York state, might, if applied indiscriminately to the whole country, prove a miserable failure in Louisiana. It is difficult for any one man to know the peculiarities of all the different territories in the country so thoroughly that he can prepare a plan for the whole country and say: "Here is something that will get the business anywhere." His knowledge of the buying habits in that territory is too limited for one thing, and most important of all he would not have the right point of contact with the salesmen to whom the plan must be "sold."

We proceed on the principal that several heads are better than one in sales planning. We divide the country up into ten merchandising territories, each in charge of a divisional sales manager who is held directly responsible for sales in that territory. He functions just as a general sales manager at the home office would function. Twice each year these ten divisional managers come to North Canton to lay out plans for the next six months. Once each year all the district managers working under these divisional managers come to North Canton for a general conference. At these meetings all plans and policies are formulated, quite as many ideas being suggested by the field organization as by the officials of the company.

We find that this plan makes it possible for us to get plans which are intensely practical, and each division and district manager feels that the plans adopted are his plans, and being his plans he puts behind them the full weight of his best efforts and an abundance of enthusiasm—which after all is the big, decisive factor in putting "over" any sales proposition. We make it a special point in these meetings to have our sales organization pretty largely determine for themselves the rules and regulations which will guide them.

Of course, we maintain a well-equipped sales department here, and provide our sales force with detailed information and statistics of all kinds, help them with quota plans, stage contests such as we think will prove stimulating, and assist them in other ways so as to spare their time as much as possible for actual selling in the field.

We do not contend that our way of operating is perfect, or that it is beyond improvement, or that it could be used by other concerns under different conditions, but our experience convinces us that this method works out far more advantageously to us than if we controlled the sales force through a sales engineer or general sales manager at the factory. We also know that the plans are more satisfactory generally, and more productive of results, than they would be if we did not give our sales organization a voice in their planning as well as in the execution.



How we write copy that really makes sales

The methods which enable D. A. C. copywriters to make folks pause, ponder and purchase

HERE at the D. A. C. we have learned to consider copy as a mighty important factor in the building of an effective merchandising campaign. Experience has taught us the necessity for putting the utmost power into every phrase, paragraph and page. For, in the final analysis, it is the words we put on paper, that force men and women to act.

But mere words are not enough. A sentence may flow along smoothly and easily—and yet not say anything that carries conviction. Back of our words must be an idea—a compelling merchandising idea.

It is the business of seven executives of The D. A. C.—our Advisory Board—to evolve just such merchandising ideas for our clients. These seven men do not trust to the chance whim or fancy of a copywriter. They make certain of success well in advance by outlining the merchandising plan and carefully dictating the copy policy. We do not claim that the members of this Advisory Board are always actuated by new, sensational, or revolutionary ideas about copy. Admittedly, we make frequent use of old ideas; methods that have proved their worth, and that we know will produce results under present-day conditions.

A correspondence chat, detailing your plans, policies and problems, telling us just what you wish to accomplish, involves not the slightest obligation on your part.



A Book About Direct Advertising

The primary purpose of this book, *Stepping Stones to Sales Success*, is to advertise the D. A. C., and explain our method of operation. To executives in charge of sales it will be sent gratis. To others, the price is \$1.00 postpaid.

THE DIRECT ADVERTISING CORPORATION

W. E. HENKEL, *Chairman of the Board*

BURTON BIGELOW, *President*

A. J. RANDALL, *Secretary*

MAXWELL DROKE, *Vice-President*

B. G. SALTZGABER, *Treasurer*

547-A North Capitol Avenue

INDIANAPOLIS, IND.

"As Milwaukee Buys—The Nation Buys!"

One-Cost Coverage

The Milwaukee-Wisconsin Market—"Everybody's Market"—offers immediate merchandising possibilities for all manufacturers seeking increased distribution and sales.

Business is good here. Local and national advertisers are after their share of it with increased advertising. In January, The Journal gained in Local Display, Foreign Display and Classified over a year ago. This early promise of a prosperous 1922 is encouraging. Far-sighted advertisers are taking advantage of it by placing their advertising in this field *now*.

20% of Wisconsin's families live in Greater Milwaukee. The Journal is read daily in 4 out of every 5 of Milwaukee's English-speaking homes. The Journal's far-reaching influence penetrates to every corner of the great Milwaukee-Wisconsin Market—to every part of Wisconsin,—to that part of Upper Michigan, with its 334,178 population that is covered by Milwaukee jobbers.

Here is better than 80% direct coverage of Milwaukee and dominating influence throughout the Milwaukee-Wisconsin Market in such centers as Racine, Kenosha, Sheboygan, Green Bay, Superior, Ashland and others with the sole use of a single medium — The Journal.

Where else can you get the same economical advantages? In other representative fields it is necessary to use two to four papers to cover the territory thoroughly. In Milwaukee concentrated advertising in The Journal will deliver the full buying power at one low cost. This situation deserves immediate consideration and immediate action.

*Sales and advertising managers are invited to send for
The Journal's market analysis in relation
to various products*

The Milwaukee Journal

FIRST—by Merit

HARRY J. GRANT, *Pub.*

R. A. TURNQUIST, *Adv. Mgr.*

OMARA & ORMSBEE, Inc.

NEW YORK

Special Representatives

CHICAGO

Try It Out In Representative Milwaukee

We Can QUICKLY Put You in Touch with a Good Salesman

or as many as you need

Good Salesmen are yours to command — and when we say GOOD we mean it. For the past fourteen years we have been supplying America's leading Manufacturers and Wholesalers with Salesmen—not as an Employment Agency, but as an Educational Institution that specializes in training men for positions as City and Traveling Salesmen and in rendering a definite and FREE SERVICE to Employers in securing Salesmen.

May we help you? If you need one good Salesmen, ten or twenty, there is no doubt but that we can. And here is the reason: The men who have enrolled with us have proven they are ambitious and progressive. Many of them have had Selling experience—the others have been well trained in the Fundamentals of Scientific Salesmanship. They are all clean-cut fellows ranging in age from 18 to 45, and every one of them is selling or anxious to get out and sell.

No matter what your requirements are, we are in a position to take care of you. We have listed with us Salesmen of all types and nationalities, experienced and inexperienced. They have had practical experience in all lines of business and have added to their previous qualifications a thorough knowledge of Scientific Salesmanship.

In accepting this Service you do not obligate yourself to employ those we recommend to you. We refer to you only those whom we consider are especially qualified to sell your line, and, if you so designate, will recommend only those who have had practical experience. There is ABSOLUTELY NO CHARGE—either to you or to our Members.

Many N. S. T. A. Members today are "star" producers for leading Wholesalers and Jobbers—and we have just as good men to refer to you as we have had in the past. They enrolled with us to better themselves—and you will find no keener Salesmen no matter where you look for them. AND THEY KNOW HOW TO SELL.

Address Employer's Service Dept.

National Salesmen's Training Association

No 53 West Jackson Boulevard
Chicago, Ill., U. S. A.

685 New Accounts in Four Weeks

"Direx" Shatters Tradition by Breaking Into the New York Market
With a Mid-Summer Seller in the Middle of the Holiday Season

By P. S. Salisbury

THE seasonal curve in the amateur photographic trade looks like Pike's Peak—the peak being in July, and the period from November to March is the surrounding valley—of depression.

Such was the condition that confronted the Posi-type Corporation of America, manufacturers of the new photographic roll, "Direx." Their factory was producing goods in large quantities, the inside organization of the New York office was geared up, a force of picked salesmen was ready to go—but the month was December. They had hoped to get started in September, but manufacturing difficulties forced a three-months' hold-up. Should they now wait for the "season," or take a chance?

William H. Ingersoll, the president of the corporation, patiently listened to the ideas of those who knew that a new product could never be introduced in dull times and in an off season—particularly in a market as hard as metropolitan New York—and then decided that camera owners could be induced to take their cameras out of winter storage and load them with Direx. The product was novel, and interesting, and besides making pictures without negatives, could be developed at home in ten minutes time.

The sales campaign to dealers was started on December 27th. A selling campaign between Christmas and New Years! Dealers were astounded. That period had remained sacred for taking inventories ever since they could remember. But strangely enough, the thought of a quick and easy profit on an article of wide appeal, that was to be backed up with local newspaper advertising and good selling helps, proved more alluring than bookkeeping details. They bought. In that first week the half dozen Posi-type salesmen opened 121 retail accounts, with orders ranging upwards from a minimum of \$42.00.

The salesman had an idea that New York was an especially hard market to tackle. They had heard a lot of talk about New York merchants being too busy to talk to salesmen; that they were



Direx was displayed for a minimum of two weeks by all of the 685 dealers lined up for this successful off-season campaign. This display was made by the largest photographic store in America

over-solicited, etc. They quite forgot the tremendous advantage that a salesman has in working New York—namely the ability to make a great many calls in a comparatively short time. There is no other city where population is so massed as it is in New York City, and this massing of population naturally means a corresponding massing of distributing outlets. That is why the cost of getting distribution in New York, at least so far as the average cost per dealer is concerned, is usually far lower than in most other cities. The salesmen do not have to waste a lot of valuable time in going from store to store. Whereas in some cities they would have to walk blocks to the next dealer, in New York there are frequently several dealers in a single block and all of them doing a sizeable business.

That first week was an eye-opener for the salesmen. Most of them had sold other specialty articles, and it had been hard to close their minds to the fact that merchandise could not be sold during New Years week.

In the next three weeks they secured 564 more Direx agents who put in a complete stock and agreed to maintain a Direx window for at least two weeks. Demonstrations were arranged for in stores at strategic locations throughout the city. Invitations for these demonstrations were prepared by the Direx people, and mailed out at the expense of the merchants. One retailer mailed out 5000, and in a two-day demonstration brought in 2700 people.

Newspaper space ranging from 3 columns by ten inches up to full pages were used in the black and white and the rotogravure sections of several New York newspapers. The effect was startling. Several dealers were completely sold out within two hours after the doors were opened on the first morning that the advertising appeared. A sporting goods store in the financial district placed nine orders—each one larger than his original order—during the first six days. And yet this remarkable sales record was made at

a time when the photographic business was supposed to be peacefully hibernating. What is the answer?

People will buy—out of season and in dull times—if they are approached from the right angle. A simple mass attack may not do it. But somewhere there is a weakness in their defense. The manufacturers of Direx found it. Somewhere the idea started that it was impossible to take good snapshots in the winter time. The direx people knew better. So their attack, aside from the novelty appeal, was based on ideas such as these:

TAKE DOWN YOUR DEAD CAMERA

There are thousands of camera owners discouraged by poor results in their picture taking, who have put their cameras on the shelf. If you are one of these, get busy at once, take down that old camera of yours, dust it off, and load it with a roll of Direx.

An illustration—photographic—carried out the idea, and the copy went on to explain what this new invention was. Another rotogravure ad brought out this point:

HAVE YOUR WEEK END PICTURES ON SUNDAY NIGHT

Why wait until Tuesday or Wednesday to see the results of Sunday's snapshots? Use Direx rolls in your camera, and by a simple process of home development, you can have your pictures finished ten minutes after you snap the camera.

Direx[™] the miracle of photography

How Direx photographic rolls will give you finished pictures in 10 minutes
Study each step carefully in the pictures below



1 Direx Goes Into Your Camera
Just Like Film
DIREX is the same roll of sensitive paper as in most kinds of film. It goes in there to do all the work.



2 Snap Your Camera Just As You Usually Do
"FOCUS" is written on "viewfinder" in taking pictures with Direx. Direx snapshots are printed on the paper—the moment you snap the camera. All that needs to be done after this is the business of developing.



3 See Your Pictures—Finished—in Ten Minutes
YOUR dealer will develop Direx rolls for less than you usually pay. But if you want to see results right away, it is just as easy to develop the roll yourself at home. All you need is the simple, convenient Direx-developing tank.



4 No Negatives—No Printing—Just Pictures
10 minutes after you snap developing, you will have, on the same paper that was in the camera, finished pictures, ready to take, and with direct and light-fast colors which will delight you.



5 You Get Better Pictures for Less Money
DIREX costs from 10 to 40 per cent of your camera expense. You can easily make one hundred of exposures in roll-camera with the Direx Automatic Photographic, at your dealer's price for you.



6 More Exposures and Endorsements
EVERY photographer is perfect in time and quality—and endorses Direx as the way and so quick to make an exposure. In Direx you take exposures and develop pictures in just 10 minutes. Direx makes the most direct and reliable.

Try a Few Direx Rolls Over the Week-End

JUST as epoch-making as the telephone, the telephone, and the phonograph in this new photographic miracle—Direx. Think of having your Sunday snapshots, perfect in every detail, ready to put in your album, on Sunday night! Think of getting far finer pictures than you ever had before, much cheaper, and in ten minutes.

This is the same process by which our flying men took "position" pictures in their gun cameras—pictures that had to be ready for the commanding officer almost instantaneously.

Now you can have Direx for use in your own camera. Look today for a store with a Direx display and get a few rolls. It is the most satisfactory way to take pictures.

Manufactured by
THE POSITIVE CORPORATION OF AMERICA
246 Fifth Ave., New York City



This full-page rotogravure advertisement was designed to sell Direx for the dealers—and it did. It was not expected to bring mail inquiries, but more than a thousand were received the first three days

To counteract the practice of "parking" cameras during the winter, another headline read:

DON'T KEEP YOUR CAMERA IN WINTER STORAGE

During the second week of the campaign large space was used to list the names of all authorized Direx agents. Since fully 95% of metropolitan New York merchants cannot afford to advertise in the newspapers this idea struck their fancy, and was a big contributing factor to the success of the dealer campaign.

No attempt was made in the advertising to get people to write to the company for information. One of the difficulties that the Direx people found themselves up against was the trade finishing of the rolls. Very few retailers do their own developing and printing. The rolls they take in are collected each day by a trade finisher who returns the developed pictures the following day. These trade finishers can develop Direx rolls, but the

process is a new one, and altogether different from the finishing of negatives. The Positive Corporation is therefore compelled to line up the finishers of the town before it is safe to sell the dealers. So the company did not care to encourage inquiries from out of town dealers or consumers because they would not be able to fill the demand until technical men had called on the trade finishers in the communities. But there was no stopping the avalanche of inquiries.

The first full-page rotogravure ad, appearing in only one New York Sunday paper, and that one by no means the one of largest circulation, brought in more than a thousand inquiries the first three days. During the first month letters had come from every state in the Union and several foreign countries. Many of these letters contained orders from dealers and consumers although the prospective customer didn't even know the price. Some of the orders contained cash. Many out-of-town dealers wrote in to say, "You advertise, 'Look for the Store with a Direx Display' and then you won't sell to us. You are causing us to lose business."

Such a record of inquiries would not have been surprising if the advertisements had been designed to bring a mail response. But they were not. What the company wanted to do was to get people to go to a store with a Direx display. If there was no Direx display in the town, very well. The people were supposed to stop there.

The remarkable success of this off-season selling campaign is an interesting proof of the fact that it is dangerous to adhere strictly to precedent in any line of business. In off seasons and dull times there is business to be had, but the market must be approached from a different angle.

What Constitutes "Conniving" to Keep Prices Up

Mr. Gilbert Montague in his talk Friday night, January 13th, at the Sales Managers' Club in New York City made the following remarks:

If you ask another man in the same line of business "HOW IS BUSINESS" and he starts to give you information regarding orders on hand, oversold or undersold, etc., it is considered as conniving to keep up the price.

When you receive a letter from a customer stating that another customer is cutting your goods, the only safe plan is to either not get the letter or if answered, state "We have no arrangements with anyone regarding the re-sale price of our goods." If you try to get a customer to maintain a price it is unlawful.

If you have cut a customer off on account of cutting a price and he writes in that he now will be good and get the full price and you ship him the goods and write you are glad he is now in line, etc., you become a party to an agreement which is considered criminal.

If you write a customer who complains about cut prices, etc., that you will try to remedy the situation, it is equally criminal.

It is always safest to mention "We have no arrangements, etc.," whenever quoting prices or writing about prices.

The majority of so-called open price trade associations are under fire as credited with being organized for the purpose of maintaining prices, exchange inventories, trade information, etc.

This is the construction now being placed on the Sherman Law by the Federal Trade Commission and the United States Supreme Court as indicated by the recent decisions in the Beechnut case and also the Hardwood Association.

"I think it is splendid work you are doing, and I want to give you 100% co-operation as far as I am concerned." H. L. Simpson, Sales Manager, United Drug Co.

"You are to be congratulated on the work you are offering to sales executives during these trying times." L. K. Berry, Domestic Sales Mgr., The Warner & Swasey Company.

Are There Short Cuts to the New York Market?

With what sort of product and sales plan is it safe to attempt to break into New York quickly?

How quickly? How large a sales force will be needed? What will it cost?

How much advertising must be promised? How much merchandise can be sold before it is released? How much will this advertising move off the dealers' shelves? What follow-up is necessary?

These are important questions. Put them up to **THE WORLD** — *the newspaper that knows the market best.*

We can find you a New York distributor, sales or crew manager; engage and help you train salesmen; route them and check up their work. We've done it for others. *Ask them.*

You have only to take us into your confidence and let us map out the campaign. We sell you advertising at lowest-in-the-city rates and arrange for sales and window-display work at the lowest possible cost, consistent with **RESULTS.**

ASK US about **THE WORLD'S** exclusive "high spot" system of routing via **THE NEW YORK WORLD'S SEVENTY-THREE BUYING CENTERS OF GREATER NEW YORK**; what a sales appropriation of \$500, and an advertising appropriation of \$2950 will do for you.

The World and The Evening World have a combined circulation, daily, of 650,000 for \$1.20 per agate line gross, subject to contract discounts. They carry more dry goods advertising; are read by more jobber, department and chain store buyers, and by more retailers; offer more circulation per dollar and a more concentrated circulation; a reader and a dealer influence more localized than any other morning and evening combination.

Advertise in Newspapers by the Year

The New York World's Merchandising Department
Maller's Bldg., Chicago Pulitzer Bldg., New York Ford Bldg., Detroit

An Advertisement of a Book

By William Feather

Author of "As We Were Saying"

THE Chicago Tribune recently stated in *Printers' Ink* that although there were many publishers' *announcements* printed in the Chicago newspapers, yet there were no publishers' *advertisements*.

I am going to try to make this an advertisement of a book—not an announcement.

The name of the book is "As We Were Saying." The title suggests conversation, a summing-up, a re-statement of conclusions. That is what the book tries to do.

For several years I have edited and printed a large group of house magazines which are read each month by approximately 150,000 business men. I have written to interest these business men, and I have naturally written about business and things related to business.

In my daily routine I have all the problems of the average executive—advertising, selling, production, payroll, banking, labor. This book is filled with brief, meaty observations, drawn from personal experience, on all the ins and outs of business, the things you and I would probably discuss if we had eaten a good meal and were enjoying a pair of Corona-Coronas with coffee.

When I published this book I was of the opinion that it would be enjoyed by sales managers and other executives, and that they would want to pass it on to their salesmen and other department heads. This has proved to be the case. Although the book has been out only two months, yet my company is already receiving many re-orders for 5, 10 and 20 copies.

I have received many fine comments on the book.

Robert Ramsay of New York wrote: "As We Were Saying" seems to me to be an inspirational book that might well be distributed by all employers to the employees and all employees to the employers.

100% Management, Chicago: "A book that can be read with profit by executives from presidents to foremen. It presents in a forceful way little philosophies about business and business relationships."

Harvey Gaul in the *Pittsburgh Post*: "As We Were Saying" is a notable volume of common sense. For the young man in business, there is no better book. It emphasizes the essentiality of honesty in business and the joy of production. Read it, and you'll find there is sanity, truth and pleasure in commerce."

New York Tribune: "This little book is filled with brief squibs of sense for business men and others. Written in the phrase of the desk at 10 a.m., it is all right for a pipe by fire at 10 p.m."

Merle Thrope, editor *The Nation's Business*, Washington: "As We Were Saying" regaled me during the holiday season, and I got not only pleasure but inspiration out of it, some of which I am passing along to the staff in our little house letter."

IN "As We Were Saying" I have tried to show—not in so many words but in the general underlying philosophy—that the interests of the employer and the employee are identical. Also that the interests of the seller and buyer are identical—mutual profit and mutual service.

There isn't anything in the book that an old man doesn't know, but then, I didn't write it for old men. "As We Were Saying" is a young man's book, written by a young man for young men. But I think old men, who are not too hard-crusted, will enjoy it.

Among the subjects discussed are health, courtesy, how to overcome laziness, how to get a raise, the joys of pipe-smoking, and the nobility of business.

My company will send this book to anyone who will write for it. We will bill you for \$1.50 at the time we mail the book. After you have examined it, send us a check, or return the book. There's a coupon just below for your convenience.

I might say that, being in the printing business, I was anxious to produce a book that would at least be a creditable job, typographically. You will find this book clean, attractive, easy-to-read.

Here is the order slip, and I promise you a most pleasant and profitable evening for \$1.50, half the price of a seat at the theater. We also have the book in paper cover for 85c.

The William Feather Company,
611 Caxton Building,
Cleveland, Ohio

☐ Cloth, \$1.50
☐ Paper, 35c
Postpaid

Send me one copy of

"As We Were Saying"

Name _____

Address _____

Pay by check after you have examined the book.

The William Feather Company

611 Caxton Building

SALES MANAGEMENT

Cleveland, Ohio

MARCH, 1922



Where to Advertise This Spring?

Survey Shows Decided Tendency to Concentrate Selling Efforts on Local Markets of Proven Receptability

By Andrew L. Demling

WHERE shall we go prospecting for business these days?

If the recent drive of the A. C. Champion Spark Plug Company is taken for an answer, it might be in five such cities as Chicago, New York, Indianapolis, Milwaukee and Des Moines. Broad national campaigns by this manufacturer have become familiar sights, but this year for the first time it is reported the company is hand picking its markets locally and has launched newspaper campaigns of sizable dimensions in the cities mentioned where business at least so far as spark plugs are concerned, is waiting to be cultivated.

Bearing the mark of a similar mold is the campaign put under way by the Julian & Kokenge Company of Cincinnati, makers of women's fine shoes. In these same cities, and about twenty more, selected with an eye to business possibilities the company has opened a vigorous campaign of newspaper advertising. Salesmen coached on the advertising drive are at the same time aggressively cultivating each point in an endeavor to force the company's list of dealer accounts several notches higher.

Setting a fast pace, the Calumet Baking Powder Company, whose sales record and market analysis department enable it to unerringly detect business possibilities, has boldly declared its intentions. Only a few years ago this company studiously avoided metropolitan markets. Obtaining a firm grip on the small town and country business, however, it turned its attention to the bigger cities. This year it is throwing a mobile sales force into such cities as Minneapolis, St. Louis,

Chicago and other selected points. Dominating space in newspapers is being used. Even the Cream of Wheat Company which, in bygone days had only to feature their genial "darkey" in their advertising to get business, has reversed some of its ideas and is backing up its national publicity by using local advertising in order to improve its position with jobbers and retailers in the grocery field.

Enough has been disclosed in the tactics of these concerns to illustrate at least that even businesses with national distribution are not entirely willing this year to thinly scatter their sales ammunition over a wide field, but rather that they are prospecting for quicker and more profitable business to be obtained by concentrating on territories least affected by business depression and which promises reasonable sales in return for intelligent work. In other words, businesses, large and small, apparently are reverting to the zone system of merchandising.

It is not supposed that the plans of the concerns mentioned offer anything new in making sales, yet they do hold the fair suggestion that there is a need for intelligent market analysis if profit draining mistakes are to be avoided in picking sales territories.

Methods of market selection may be conservative or courageous, according to the sales or financial ability of the sales executive and there are no doubt conditions that call for a middle course policy. An Illinois manufacturer, for example, selling through dry goods and drug stores, found it necessary to check

either his selling costs or his dwindling sales volume. Making a survey of the situation, he found that the trade in certain sections was giving him fairly good support. In many districts where business should be good, however, the trade was apathetic. This manufacturer figured that the line of least resistance was the safest policy and had "spotted" his good towns and is backing up his judgment with local advertising in those cities.

Complete information on the results of this manufacturer's conservative policy probably will not be made public, but there are a goodly number of sales executives who will question the wisdom of vacating occupied territory for no reason other than natural resistance. These sales executives will point out that those depending upon the trade for co-operation these days are skating on thin ice. Further they will tell you that in retiring from a fertile field, you are inviting competition that will be difficult to oust in the future. Intelligent prospecting in new markets, they may insist can be made to pay big dividends, particularly when the more timid sales directors have scurried for cover.

A case in point is that of one of the younger automobile tire companies which not so long ago broke into the Chicago market.

At that time the positions of many of the big companies were none too strong. Sales had been pushed apparently to the limit. Liberal credit terms had been extended to get business in order to show bills receivable on the home office books. Tire stocks of the local dealers were

piled to the roof. Almost at the same time declining prices began biting profits out of their investments. Confronted with these obstacles, the new tire manufacturer started out. Competitors laughed in derision. Resistance was so strong that he had to recruit a new sales crew in the first few weeks. The new men, however, were not supposed to know that tires couldn't be sold under the conditions and therefore went ahead and sold them. Full page newspaper advertisements were used to back them up. When the plan was launched in May, 1921, the tire company didn't have a single dealer in the Chicago territory. It is true that the round sum of \$40,000 was spent in promotion work, but today the company has a trade organization of 400 dealers and more than \$400,000 worth of new business from them on its books.

Seasoned authorities also point to the

safety in working markets whose balance is maintained by diversified local interests, on the theory that seldom are all industries depressed at once, and that the more varied a city's industries may be, the more stable are its markets. It is thus able to absorb labor, provide payrolls and keep a buying public active. At the same time, sections boasting a single active industry are known to offer rare opportunities.

Tales of flourishing business, at least for some concerns, are told about cities in the oil fields of the Southwest. When new wells are discovered, towns spring up over-night. Sluggish cross-roads stores forget the habit of buying in one-twelfth dozen quantities and buy in gross lots. Auto trucks, tools, building materials, clothing and a thousand and one things are wanted and wanted quickly. Naturally good jobbing connections play an important role. Points like

Oklahoma City, Tulsa and Fort Worth become important distributing centers and offer inducements in the shape of quick profitable outlets. Generally speaking, business in 1921 was equal to that in 1920 which is saying considerable.

For those looking for bigger worlds to conquer there is such a metropolitan market as New York City. There are sales executives who would give a lot to add the prestige of Broadway to their product but who hesitate because of stories told about Gotham's resistance. Probably no market offers more competition than New York on a line of teas, yet the experience last Spring of Joseph Tetley & Company shows what can be done. Although having been in the New York market for twenty-five years, this company did not think it had the distribution to which it was entitled. Arranging a special drive, backed by strong newspaper advertising, the company in sixty days opened 1,347 new accounts. Another instance could be told about the introductory work of the Aluminum Cooking Utensil Company of New Kensington, Pa., makers of Ever-Wear Aluminum. On the theory that introducing a representative item of Ever-Wear line would stimulate demand for other utensils carrying the same brand, the company selected a fry-pan as a leader to advertise. It was decided to try and hang 350,000 Ever-Wear fry-pans in the kitchens of New York. The price was shaded a trifle to establish it as a leader. Selling the 350,000 fry-pans mentioned above would have been a sizable task, yet with intensive salesmanship, strategically planned distribution and newspaper advertising, the entire lot of 350,000 fry-pans was disposed of in ten days.

Trade gossip in some lines has it that a city of home owners offers a more substantial market. New York City, with success to spare, takes no offense at the slight. If a home-owning community is important as a market, one can turn to Toledo, Ohio—which ranks first in the United States—or Seattle and Baltimore, ranking second and third respectively.

Another city of home owners in which many sales managers have uncovered paying veins of business is Milwaukee. Market conditions are here held on a more or less even keel by a diversity of industries such as leather, machinery, textiles, shoes, confectionery, packing plants and soap, not forgetting to mention that Milwaukee is the distributing artery to the prosperous Wisconsin dairy district. Sales managers who have watched the Milwaukee market in recent years frequently assert that the city has come to be regarded as a good "try-out" market by manufacturers who wish to groom their sales proposition thoroughly before launching it broadcast. Much of this opinion is confirmed by the activity of certain manufacturers now working Milwaukee. In one case, Iodent—a new dentifrice—is testing out its sales and advertising plan. Swans Down Instant cake flour has also made its appearance and a group of men representing southern vegetable growers are testing out a plan, which if successful, is said to be but preliminary to a more ambitious effort. On the other hand, there are old campaigners who consider Milwaukee



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INSURANCE COMPANY of NORTH AMERICA Dep X3
Third and Walnut Streets, Philadelphia, Pa.
Send full information regarding Commercial Travelers' Insurance

To _____ (Name)
Firm _____
Address _____



primarily for its consistent business volume. Energetic sales and advertising drives launched by the makers of Victor Talking Machines, Hickory waists and garters for children, Bobby Burns cigars, give credence to the saying that Milwaukee is a market of the durable kind, which once won, can be held a long time.

Should a larger market be sought, one might turn his attention to Philadelphia. Statisticians are reported as saying that less than one-fourth of its 1,823,779 population is foreign born and that for a metropolitan city it has a surprisingly large number of home owners, there being in the neighborhood of 390,000 buildings for dwelling purposes. Incidentally, Philadelphia rejects the supposition that it is dependent upon any one particular industry since it has textile mills, ship-building, locomotive works, and other industries. The diversity of its industries might be illustrated by authoritative reports that no less than one-third of the Government's war requirements were placed with Philadelphia or Philadelphia controlled manufacturing plants. Because of these factors, such concerns as the Truscon Steel Company, makers of standardized steel buildings and the Gorton-Pew Fisheries, food packers, are including Philadelphia in their plans.

Signs are not lacking that a goodly measure of business is headed southward; if indeed for some lines it has not already arrived. Statisticians like Babson have expressed themselves recently as being "bullish" on the south. Birmingham steel mills are running about 70% of their capacity and possibilities may be calculated from the fact that a group of northern capitalists have just organized a new \$105,000,000 corporation to be located in that district. Reports have it that the cotton growers today are in a fair frame of mind. The 1921 cotton crop, which normally represents only 16% of the South's agricultural wealth, was one of the smallest in history. Supplies are relatively low. From where the cotton men sit, no obstacle, not even the boll weevil, can prevent a rising cotton market and purse strings have been loosened in anticipation. Sixteen southern and southwestern states report \$200,000,000 available for 1922 road building, exclusive of county appropriations which will swell the total. In lumber circles, activity verges to the point of excitement. Record breaking construction work throughout the United States is drawing on southern lumber and the peak of the building season is yet to come.

If sales and advertising drives now under way count for anything, it is apparent that there are a number of sales executives operating on the principle that a good time to lay the foundation for a big southern business is when the other fellow is sleeping at the switch. Indeed it is a strategic situation which certain sales managers appear to be turning to good account.

(To be continued in April issue)

"To be a great salesman a man must have a worthwhile vision of the value and usefulness of the thing he is selling."
—A. C. Gilbert.

SALES MANAGEMENT

We Will Start Eight Men in Business for Themselves

THE DARTNELL CORPORATION has laid out eight new sales territories in the East and is looking for men capable of taking charge of them. The headquarters cities of these territories are Buffalo, Boston, New York (3), Brooklyn, Philadelphia and Baltimore.

The work consists of interviewing sales executives in these territories and discussing with them sales problems of timely interest, and telling them about the work of The Dartnell Corporation. Consequently, the type of man we want has probably had experience as a sales manager himself; but not so much experience as a sales manager that he is above carrying a brief-case and doing personal selling.

Our proposition pays you a liberal commission on everything purchased by any account which you establish in your territory, regardless of whether it is sold by you or purchased by mail. You will be paid a renewal commission on all orders for our monthly sales service. These renewal commissions pile up rapidly and are velvet for you.

You do not need any capital. We will supply that and advance you money every Saturday for all business closed during the week. But you must be willing to devote your entire time and energy to this work and be capable of training other salesmen for sub-territories after you have established yourself.

The territories we have laid out in this new Eastern division will pay over \$4,000 the first year, based on adding one new account each day. The second year at the same rate, earnings would be over \$5,000 with ultimate possibilities of \$7,500 to \$10,000 in five years.

Do not reply unless you are interested in building something for the future and are willing to make temporary sacrifices to get in on the ground floor with an aggressive, reputable concern which is selling the one thing everybody wants today—sales help. Our sales for 1921 exceeded a quarter of a million and we are doubling our business every two years.

Write full details of previous experience, age, qualifications, etc.

P. S. SALISBURY, Eastern Manager

The Dartnell Corporation

**342 Madison Avenue
NEW YORK CITY, N. Y.**

We also have a few good territories still open in the Middle West and on the Pacific Coast. If interested write General Office, 1801 Leland Avenue, Chicago, Ill.

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We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications



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- (6) Price Lists
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Such as **Proceedings, Directories, Histories, Books** and the like. Our complete Printing Equipment, all or any part of which is at your command, embraces:

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(The Usual, also Color and Rotary)

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(The Usual, also Machine Gathering, Covering and Wireless Binding)

MAILING

**ELECTROTYPING
ENGRAVING
DESIGNING
ART WORK**

If you want advertising service, planning, illustrating, copy writing, and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point

PROPER QUALITY

Because of up-to-date equipment and best workmen

QUICK DELIVERY

Because of automatic machinery—day and night service

RIGHT PRICE

Because of superior facilities and efficient management

Our large and growing business is because of satisfied customers, because of repeat orders. We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us. Don't you owe it to yourself to find out what we can do for you?



Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let Us Estimate on Your Next Printing
The **LARGE** and the **SMALL** ORDERS

(We Are Strong on Our Specialties)

Use NEW TYPE for

Catalogues and Advertisements

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces, and special type faces will be furnished if desired.

Clean Linotype and Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces, and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post-office or customers as fast as the presses print.

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R. T. DERNIER, Supt. of Production

How We Are Cutting Sales Costs

By S. L. Stix

General Sales Manager, Seeman Brothers, New York City

On January 18th, at a meeting of the Yale Men in Advertising at New York, a man who has for twenty-five years guided the sales destinies of one of the largest wholesale grocery houses in the East made the startling assertion that grocery jobbers could not continue to operate on their present selling costs, but that they were not going to ask the manufacturer for larger discounts. Much of what was said there applies to other lines where selling costs are high, so we have secured permission to reprint here excerpts from the talk.

THE National Wholesale Grocers' Association, in co-operation with the Harvard School of Business Research, realizing the importance of bringing the seriousness of prevailing high selling costs to the attention of their members, sent out a questionnaire last January, which developed the fact that already by that time, in the case of a fairly representative number of wholesale grocers, the average expense of doing business; namely, in January 1921, ran about 11%, as against about 8% during January 1920, an increase of 37½%. Of course, in markets like New York and Chicago, expenses run considerably higher than these average figures indicate.

In the speaker's opinion, if anything, these figures failed to show the actual average advance, because the group of houses that reported to Harvard represented the better type of wholesale distributors, who had adopted modern methods of accounting, allocating to each month the pro rata share of expenses of an annual or exceptional nature and who, therefore, knew each month what their real monthly expenses are. Naturally, such houses would be the first to apply corrective measures. Therefore, it seems fair to assume that if in this selected group, expenses had risen on an average of 37½% from January 1st, 1920, to January 1st, 1921, the average wholesale grocers of the country were undoubtedly even worse off.

When the Net Profit Is 2%

This burdensome increase in expense was and is due primarily to the fact that in a rising market, expenses gradually work up to the higher price level, showing merchants an increased profit during such periods, due to the slower movement of the expense account, irrespective of speculative profits, which naturally accrue at the same time. However, on a dropping market, this same slower movement of the expense account results in unavoidable losses, irrespective of inventory losses.

The situation is aggravated, because in addition to deflation in values, which in itself makes your dollar volume of business shrink, the actual tonnage is also apt to fall off during periods of deflation, thus adding to our cup of misery.

Now no business like the wholesale grocery business, working ordinarily on an average net profit of say 2%, can, even without inventory losses, afford an increase of 3% and in many cases 4% in expense. That is the condition we are

"There is hardly a concern in the country which has not been carrying excessive stocks. Perhaps the carrying of such stocks was justified when market advances could be depended upon to compensate us for the extra carrying charges, but if there ever was a time to depend upon quick turnover as our salvation that time is now. This will reduce rent or storage expense, insurance expense and heavy interest charges."

living through. That is our present problem. What are we going to do about it? What, under the circumstances, ought to be our attitude toward nationally advertised products, the trade discounts on which are now sometimes even less than our percentage of expense?

Professor Irving Fisher of Yale University claims the trouble is all due to the fact that our gold dollar is not a dependable unit of value. He says: "A twentieth of an ounce of gold is no more truly a unit of value or general purchasing power than is a pound of sugar or a dozen eggs." He says: "What good does it do us to be assured that our dollar weighs just as much as ever. What we really want to know is whether the dollar buys as much as ever."

Only Three Things To Do

He has a plan for stabilizing or standardizing the dollar just as we have standardized the yardstick, the pound weight, the bushel basket and indeed all the units of commerce except the dollar. In other words, he claims that although gold is a good medium of exchange, a given weight of it is not a good standard of value. By adding new grains of gold to the dollar just fast enough to compensate for the loss in the purchasing power of each grain and, of course, reversely taking away sufficient weight of gold to compensate for any gain in purchasing power, we can secure a stationary instead of a fluctuating dollar. Under the proposed system, gold dollars would circulate only in the shape of yellow-backs or gold certificates, so that a periodic change in the weight of a gold dollar, based on a change of the price index, would cause no complication.

Sooner or later, civilization will have to adopt some such idea, but we cannot expect any such cure to help us out of our present difficulties. There are left to us three methods of attack: One is to attempt to increase gross profits to correspond with the increased rate of expense. Two is to fight for sufficient increase in tonnage to counteract deflation in values. Three is to fight to reduce the expense account, not only by revising our pay-rolls, but by increased efficiency.

Now to increase tonnage during period of depression is no easy task, nor is it simple to revise our pay-roll or get a sufficient increase in efficiency to compensate for war time wages. The situation is made worse, because there are many items of expense which we cannot control, such as railroad rates and abnormal taxes. Selfishness, and man after all is self-seeking, or to put it differently, the mere fight for existence, would incline us to seek the first remedy, because the other two remedies seem so impossible, but an enlightened self-interest cautions some of us to beware, at least when it comes to articles of a proprietary nature, and there are good reasons for our going a bit slow, even on non-proprietary goods.

The Solution to the Problem

In times like these we have been through and are still in to some extent, economic pressure regulates prices, costs do not. Even the railroads are finding it necessary to bow to the inevitable and in the face of losing money on the high basis, are attempting to cure the situation not by still further raising their rates, but by reducing them. If the railroads are being forced in this way, what chance have we as distributors of increasing our charges.

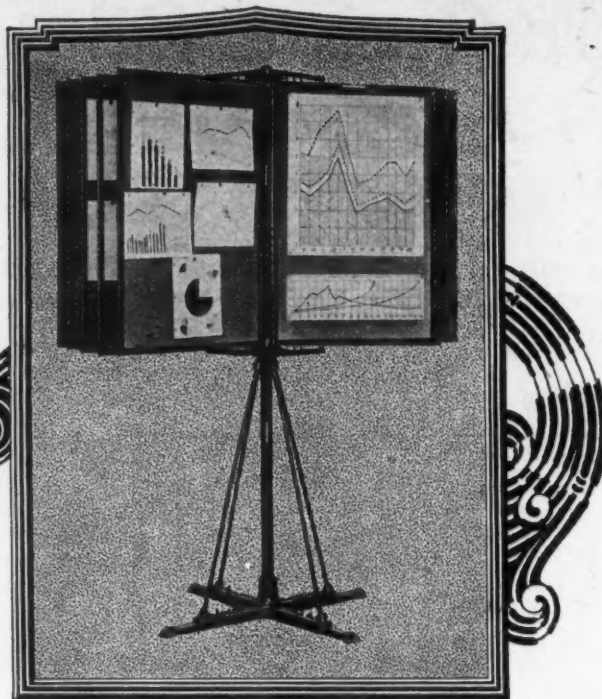
When it came to proprietary goods, we wholesale grocers realized that both the manufacturer and the retailer were under similar pressure to what we were under. Neither the retailer nor the manufacturer could afford to have the spread, the margin of gross profit which the wholesale grocer has been exacting in the past, increased. If there was any such tendency, they would seek relief through some other channel; namely, chain stores, buying associations, direct selling, etc., etc.

Now understand, I do not mean to say that all trade discounts which we now receive are right. I am only contending that we should not work for an increase in trade discounts that have been consid-

\$49⁰⁰

complete with 6-24 x 36 in. wings. Complete with 10-24 x 26 in. wings, \$65.00.

Sent on 30 days' free trial—satisfaction guaranteed.



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Feathers or Quill Pens will tickle your friends

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TO PUSH THE SALE OF A NEW PRODUCT

FINE ART NOVELTY COMPANY

1609-11 West 64th Street, Chicago, Illinois

ered fair in the past, just to meet a trying but temporary condition. We would simply be digging our own graves.

Our cure must then be to either increase our tonnage or decrease our expense or do both and I believe these are the ways our problem is going to be solved. Naturally, we cannot all obtain an increase in tonnage, unless there is a very decided revival of business and this is hardly to be looked for in the near future, but some of us nevertheless are going to find it profitable to go out of business. After taking the market losses which many of us have had to take since August 1920, there is little incentive for weak concerns to continue in the face of conditions which still have to be met, and this will necessarily give an increased tonnage to those who survive and will help solve their problem. The same result will be brought about by combination where more than the necessary number of houses are now covering the same field. So much for increase in tonnage.

When it comes to decreasing expenses, we have no easy problem, because wholesale grocers, on account of their narrow margin of profit, have always had to watch their expense accounts, but extreme necessity sharpens wits. There is hardly a concern in the country which has not been carrying excessive stocks. Perhaps the carrying of such stocks was justified when market advances could be depended upon to compensate us for the extra carrying charges, but if there ever was a time for us to depend upon quick turnover as our salvation, that time is now. Thus we will reduce rent or storage expense, insurance expense and heavy interest charges.

Then again, by holding down our outstandings, we can save bad debts and lawyers' bills. We can further decrease what we have been paying out for interest and finally, unpleasant as it may be, we will have to readjust salaries and wages.

It is because we have come to these conclusions that we wholesale grocers of New York, at our last convention unanimously passed a resolution to the following effect:

WHEREAS, during the period of deflation, the decrease in the dollar value of sales tends to increase the percentage of expense in the grocery trade to an extent which threatens to more than eliminate the entire gross profits, and

WHEREAS, the only sound economic method of meeting this situation is to readjust our expense by making ourselves more efficient, as well as by revising our pay-rolls; therefore,

BE IT RESOLVED, that we are opposed to a tendency on the part of some to demand larger trade discounts than have been considered fair in the past, as by relief in this direction, we would merely postpone the proper solution of this problem and have a tendency to encourage irregular channels of distribution.

That resolution was passed, not because we did not feel we needed the extra profit at this time, but because we were considering the future.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

Webb-Pomerene Law Leaves Something To Be Desired

Jamestown, N. Y.—We have been considering the advisability of combining with several other manufacturers for the maintenance abroad of joint sales agencies as contemplated by the Webb-Pomerene Act. In reading over the provisions of this law we are worried by the suspicion that to conform strictly to its letter and spirit we would have to sacrifice, insofar as the foreign trade is concerned, the prestige of the good-will which we have laboriously built up here in the domestic market. Is this suspicion justified? T. & L. B.

We fear that your apprehension is not without justification. At least there has been reflected to official Washington a growing dissatisfaction with the Webb-Pomerene Act based on the objections you recite. The trouble seems to be that the law, as it stands, requires any association organized under it to be solely and actually engaged in export trade. As counsel for many manufacturers interpret the provisions of the law, American firms with established trade-marks, brands, etc., cannot enter the new type of export trade associations without virtually abandoning their trade-marks and brands and disregarding, in so far as foreign effort is concerned, the good-will of each domestic corporation that is party to the alliance. Our correspondent may be encouraged by the fact that a movement is now afoot to induce Congress to amend the Webb-Pomerene Act and broaden its definitions.

Co-Operative Marketing Brings No Change of Trade-Mark Status

Brockton, Mass.—Can you inform me whether the passage of the measure now before Congress to enable farmers to form combinations for the purpose of co-operative marketing, without danger of violation of the Sherman anti-trust law, will bring with it Federal recognition of association labels or so-called collective or community trade-marks? M. S. Co.

The co-operative marketing legislation does not change in any way the status of co-operative or community trade-marks, except that it would be presumed to encourage an increased use of these shared marks of identification owing to the increase in the volume of commodities that will presumably be marketed through "exchanges," sales pools, or like instrumentalities. The Trade-Mark Act of 1905 does not permit the registration of trade-marks not supported by ownership in the goods. That is to say a chamber of commerce or other similar organization that cannot qualify as a "trader" and does not actually own or sell the goods it undertakes to vouch for cannot register a trade-mark under the 1905 Act and this prohibition is unaffected by the co-operative marketing legislation. When the U. S. trade-mark statutes come up for revision, however, as contemplated by the American Bar Association, effort will be made to let down the bars to non-trading associations whose members desire to use joint trade-marks.

SALES MANAGEMENT

Good-Will Protection in the New Nations

Cleveland—If you have any information on the subject I would be interested to know what policy American sales interests are pursuing with respect to securing recognition for good-will, etc. in the new nations that have come into existence as a result of the world war. L. R.

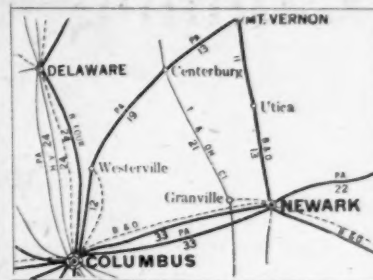
It appears that sellers who are or expect to be engaged in export operations on a large scale and who follow the policy of registering their trade-marks in every foreign country of any importance have lost no time in thus establishing their rights in the new countries on the map of the Old World. Likewise some firms in America that do not indulge in universal registration have enrolled their marks in countries where they expect to find promising markets—for example, in Poland. It is worth mentioning in this connection that most of the new nations have put into effect complete and very progressive trade-mark laws. Also there have already appeared in the United States, trade mark attorneys who specialize on practice in the new environments. For example one specialist has opened offices in Constantinople and will practice in Turkey, Syria, Roumania, Palestine, and Jugoslavia.

Farmers Converted to Merchandise Identification

Lexington, Ky.—Am I correct if I infer from a brief item in our local newspaper that the National Agricultural Conference recently held at Washington placed the farmers of the country on record as favoring the branding or trade-marking of all wares and urging that if necessary national legislation will be provided to make this compulsory? H. C.

Substantially, the recommendation to the Agricultural Conference from its Committee on Marketing was in accord with your estimate. There was not expressed however a narrow allegiance to trade-marks as such. The objective of the spokesmen for the farmers is a condition where the ultimate consumer may, as the committee expressed it, "know what he buys." To the attainment of that end it is proposed that manufacturers and dealers be compelled to show by means of brands, tags, trade names or otherwise "the true quality, composition, source or grade of goods offered to the public." The significance in this expression at the Conference is that it betokens that, contrary to some representations, the farmers are becoming just as keen as any other class of purchasers for merchandise identification. The declaration is the more interesting in the light of the statement by the Secretary of Agriculture a few days ago that many retailers are wrong in their assumption that the farmers want "jay stuff" when, as he puts it "The farmer does not want jay stuff; he wants and will buy good stuff."

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Section of Ohio Map

SUCCESSFUL SALES MANAGERS

know where to go for more business—what their weak territories are—how to route their men—how to check them up—how to pick the best towns—how to keep down selling costs. In a word—they use

BLUM'S COMMERCIAL ATLAS

Price—Linen Paper \$25.00

ASK FOR CATALOG F

BLUM MAP CO.

7 West 29th Street, New York City

Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each

Allow me to introduce

myself to you in this first message in *Sales Management*—

—and suggest that you acknowledge the introduction by asking me for booklet E-40, which explains how I serve my Clients.

Then you will not wonder why other Sales Managers have found it so profitable to employ me in the solution of sales-problems and for the creation of all sorts of sales-appeal, from letters and advertisements to catalogs.

Corneil Ridderhof

Times Bldg.

New York

MARCH, 1922

Coming—Interchangeable Mileage Books

Special Washington Correspondence

For the past year this magazine, in conjunction with the National Council of Traveling Salesmen's Associations, and several sales managers' clubs, has strongly advocated a wholesale mileage rate for wholesale users of passenger train service. The senate has taken action. It is now up to the House of Representatives. Write your representative and urge the passing, not only of this bill, but also the bill providing for the immediate repeal of the Pullman surcharge. Get the salesmen back on the road.

BELIEVING that it will mean the return to the road of many traveling salesmen now idle and will quicken the whole current of business, the U. S. Senate has given its approval to the proposal for an interchangeable mileage book as advocated by "Sales Management" and various salesmen's organizations. As contemplated in the Senate amendment to the Interstate Commerce Act the universal mileage ticket, in dimension from 1,000 to 5,000 miles, would be acceptable on the lines of all common carriers by railroad or partly by rail and partly by water. Most important, from the sales slant, the interchangeable mileage would be obtainable at a wholesale price—that is at a substantial reduction below regular passenger tariffs. It is in this last that the proposed mileage book would differ from mileage tickets now available.

To say that the Senate has voted in favor of carefully worked out specifications for an interchangeable mileage book is not equivalent to saying that the concession long sought by salesmen and sales managers is an accomplished fact. The U. S. House of Representatives is yet to be heard from on this issue. But, with the initiative of the Senate in evidence, it is not too much to say that it is "coming."

To any person who realizes the perils to a legislative program at Washington when there is such disparity of opinion among the proponents, the action by the Senate is a triumph.

Action by the Senate was no doubt hastened by impressive statistics lately placed before it covering the aggregate expenditure in the United States incident to travel for purposes of salesmanship. As a basis for the estimates there was taken the enrollment of 600,000 commercial travelers in the National Federation of Commercial Travelers organizations. A canvass of sales managers revealed, it was reported, an average of nine months of the year devoted to travel by each salesman, an average of fifty miles of travel daily, and an average daily expense for travel amounting to \$2 without allowance for excess baggage or Pullman fares. By this computation the total daily expenditure for transportation by the 600,000 organization members would be \$1,200,000 or an aggregate of \$324,000,000 for the nine months constituting the selling year.

On top of this was placed an item of \$400,000 daily or \$108,000,000 in the year for excess baggage, it being the calculation that not less than 200,000 traveling salesmen carry excess baggage and pay an average of \$2 per day, each person, for the transportation of sample trunks and cases. The outlay of these salesmen for Pullman accommodations remains to be reckoned with. Congress was informed that at a most conservative estimate, 100,000 out of the 600,000 traveling salesmen under consideration pay for Pullman privileges each day and pay therefor an average of \$2 per day. This would add an item of \$200,000 daily or \$54,000,000 for the selling year. The grand total is \$486,000,000 expended by Federation travelers for railroad travel alone.

The figures above given take no account of the commercial travelers who are not affiliated with the National Federation. With intent to be conservative the number of non-affiliated traveling salesmen is placed at 200,000. Given the same ratio of expenditures for travel this non-affiliated one-quarter of the nomadic army would expend \$115,000,000 in the nine months selling season on the road, bringing the total contribution by the commercial travelers to the passenger departments of the railroads to the total of \$601,000,000. Incidentally, spokesmen for the commercial travelers estimated that at the present time not less than two-thirds of the traveling salesmen operate on the commission basis. This was stated by way of punctuating the argument that has been made by railroad officials to traveling salesmen to the effect that the salesman has no need to worry over travel costs because "your house pays your expenses."

So desirous have traveling salesmen been to obtain interchangeable tickets that willingness has been expressed to purchase books in denominations of 3,000 to 5,000 miles in the event that there be obtainable a reduction of from 25 to 33 1-3 per cent under prevailing passenger tariffs. In other words, the commercial travelers have been willing to pay in advance for transportation units of such size as to be unquestionably accounted wholesale purchase. When the Senate came to debate the mileage proposition, however, it was urged that to make mileage available only in the high denominations would savor of special privilege. Consequently the measure as passed contemplates the issuance of

mileage books in denominations of 1,000 to 5,000 miles.

The outstanding development of the Congressional project for interchangeable mileage is disclosed in the disposition of the Senate to make available to traveling sales forces railroad transportation at a quantity discount, but to leave the specification of details to the Interstate Commerce Commission.

It is, then, in conformity with this spirit that we find the Interstate Commerce Commission empowered in the Senate draft to fix for the new books and tickets "a just and reasonable rate per mile." The latitude thus allowed would indeed be welcome if conditions of railroad operation ever so far improved as to permit the granting of a mileage rate below 2½ cents which was specified in the Senate bill in its original form. As passed by the Senate the authorization for interchangeable mileage omits the stipulation, which was sought by certain sponsors of this legislation, designed to confer jurisdiction regardless of whether the points of origin and destination for any single journey are within the same State. Although it has been estimated that of the aggregate travel by salesmen 60 per cent is interstate travel and 40 per cent intrastate, the fact may not be ignored that the jurisdiction of Congress and of the Interstate Commerce Commission is peculiarly interstate in scope.

Sales interests seem likely to gain an extra concession incident to interchangeable mileage that had not been anticipated. During the debate in the Senate the suggestion was made that whereas many traveling salesmen must, from the necessities of their lines, carry baggage up to or exceeding the limit allowed by the railroads, there are many other salesmen who are in a position to cover their territory with the aid of hand baggage only. Accordingly the theory was advanced that the railroads should be able to make special concessions in mileage rate to salesmen who are thus enabled to travel light. And the bill as passed by the Senate empowers the Interstate Commerce Commission to prescribe baggage privileges for the various classes of mileage tickets that may be issued.

To the discretion of the Interstate Commerce Commission is likewise left the question of whether the interchangeable mileage books should be transferable or non-transferable and what identification may be required of holders.



How The Tribune Helped Put Direx Over in New York

Used primarily to "point-up" with dealers the Direx black and white campaign in New York, the Direx page in Tribune Gravure, the only Gravure Section used, produced a thousand inquiries in three days.

This responsiveness of Tribune readers is the result of the confidence they have in merchandise advertised in The Tribune. They know that all advertising in The Tribune is backed by the specific guarantee that "You can purchase merchandise advertised in The Tribune with absolute safety—for if dissatisfaction results in any case The Tribune guarantees to pay your money back upon request. No red tape. No quibbling. We refund promptly if the advertiser does not."

Manufacturers wanting to increase their sales in New York should remember that the Tribune's guarantee is as effective an argument for stocking dealers, as it is in inspiring Tribune readers with confidence, which begets responsiveness, in all merchandise advertised in The Tribune.

New York City buys its share of advertised goods. If you are not getting your share of the money spent in this market maybe The Tribune can help you. *Ask us how.*



New York Tribune



EDITORIAL

Sales Costs Must Come Down

In connection with Mr. Stix's article printed elsewhere in this issue it is interesting to note that Kresge stock earned \$20 a share during 1921 when almost every other business declared a deficit. There is no mystery about this accomplishment. Kresge was able to beat the other fellow to the consumer's dollar by short cutting selling costs. It is high time that sales executives began to take prevailing high selling costs more seriously. There is something wrong when a legitimate concern has to pay 30 per cent to sell a stock issue; when an office device that costs \$17 to make costs \$40 to sell; when thirty and forty per cent selling costs are the rule in businesses which once operated on five and six per cent. Even articles of general demand like stoves may carry a 50 per cent selling cost. This state of affairs cannot continue, and it is reassuring to see such organizations as the National Wholesale Grocers' Association going on record as being opposed to increased discounts from manufacturers, if the manufacturer only adds it on to the resale price. Selling costs can be reduced just as manufacturing costs have been reduced by the application of scientific sales management practices and getting back to fundamentals in our sales policies.

"Push Success and Don't Push Failure"

This is the advice which Saunders Norvell gave to the Philadelphia Sales Managers Association when he addressed them in January. He called it a "bromide" but it is one of those bromides which many of us too easily forget. Applied to salesmen it means to give less thought to the tail enders in the organization and think more about the men who are doing the big business. To quote Mr. Norvell: "If you want to make money go where money is." If you have a salesman who is doing a wonderful business in New York—push New York. Put two or three salesmen in New York. If you have a salesman who is doing exceptionally well in Atlanta—push Atlanta. Put on a local advertising campaign. Put out more salesmen. Send direct mail matter into the territory. Push for business there, for business is where business is.

The same idea applied to the line means to push the profitable products that show the best sales, and lay off those which are moving slowly. There are too many business heads who have pet products they want salesmen to sell. True, there may be sound reasons why they want customers to buy these products. But it is much easier to sell a man what he

wants than what you want him to want. Most of the big businesses of the country have been built up around the sales of one or two outstanding leaders. A leader is a successful product pushed to the limit.

Applied to departments this advice means to push those which are making the most money. A concern in New York failed with liabilities of one million dollars over its assets. It was an old established business, and it was a successful business until a few years ago. But the man at the head of the business had a pet failure he was "determined" to put over—in three years prior to the failure of the business itself he had taken out far more than the difference between his liabilities and assets as shown on the final balance sheet and put the money into pushing his failure. If he had left that money in his business, and used it to push success he would never have been in the bankruptcy courts.

Business is honey-combed with men who never arrive because they are continually pushing failure. They pride themselves on their tenacity—their "bull dog" tenacity. Bull dog tenacity is a wonderful quality in any man, but it degenerates unless mixed with intelligence and moderation.

Business Men and the Library Habit

There are at least three public libraries in the country which recognize the importance of helping the business men in their community. These are the Free Public Library of Newark, N. J., The Indianapolis Public Library and the St. Paul Library. There may be others, but we know these three keep their business reading up to date, and each of them is doing a real service to the business men of its community, and through them the community itself. It is to be regretted that other libraries do not give more attention to helping the young man in business. The average library will spend thousands of dollars a year for copies of "The Sheik" and other racy, sex-appeal literature, but it hasn't a dollar to spare for business books.

The New York Public Library, for example, is said to be the largest library in the world. Millions of dollars have been spent on the building and its equipment. It is an institution that New York might well be proud of. Yet one has only to step into the catalogue room to see how woefully it fails to provide the thousands of young men in advertising and sales work with up-to-date or adequate reading matter. In the first place there is no catalogue classifi-

COMMENT



cation for sales management, in spite of the fact that sales management is today the biggest end of business. A few cards, listing mostly out-of-date books, are shown under the classification "Salesmanship." Of the Dartnell publications none are listed which have been published since 1918. Yet it is safe to say that Dartnell publications issued after that date are a hundred times more informative and useful than those which the New York Public Library lists. As a matter of fact, sales management is moving ahead so fast that a book published four years ago, is almost valueless today unless it has been kept up to date. The same might be said of the books put out by other publishing houses.

Librarians complain that there is no use to buy business books because business men are not students. As a matter of fact business men read more than any other class, except possibly teachers. It is true that business men do not patronize libraries to the extent that others do, but that is the fault of the libraries. The business man values his time highly. He will not, and cannot, be expected to waste his time reading books and material that has long since outlived its usefulness. Unfortunately that is what he gets when he goes to the average public library. Is it any wonder that large employers are putting in their own libraries so that their employees may have the latest and best in business reading when a library like New York's is about four years behind the times?

The Sales Manager and His Compensation Problem

At this time of the year we always receive several letters from sales managers who want us to act as arbiter in salary disputes. This year the crop has been unusually good. The sales manager of a moderate size concern in Ohio writes: "I have been with my present company ten years. During that time sales have increased from \$56,000 a year to \$798,000 for 1921. While my efforts are not entirely responsible for this increase, still I feel that my work has played a big part. What is the usual practice in regard to increasing sales managers' salaries on the basis of sales increases?" Another wants us to say what his salary ought to be, based on the salaries paid to other sales managers in like lines of business. Still another asks what salaries are paid to the sales managers in fifteen concerns which he lists.

We, of course, sympathize with these subscribers in their desire to get maximum compensation, but this matter of what is a fair salary is something which lies entirely between employee and employer.

It is not a matter that can be decided by formulae and rules. What the Jones Manufacturing Company pays its sales manager has no bearing whatever on the salary that The Smith Corporation should pay its sales manager, even though both companies are in the same line of business and do approximately the same volume of business. It is quite different from the case of a salesman, whose sole mission, you might say, is to produce things other than the mere securing of business, and in most cases his value to a business varies according to the extent of these bigger interests.

To illustrate, take the sales manager of a concern operating under the vice-presidential plan. His title is vice-president in charge of sales. He participates in the councils of the business. He very probably dictates production policies. He supervises the advertising. He gives special attention to building up the good-will of his company among the trade, even at a sacrifice of immediate orders. Contrast a man of this stamp to the sales manager of another house, the president of which we will say came into office through the sales department route. Such a sales manager has little, if any voice in the formulating of sales policies. In reality he is only a manager of salesmen. He has nothing to say about production. There is an advertising manager who ranks with him equally and who also reports to the president. This man's value to his company depends mainly on his ability to pick salesmen who are big producers, to develop them into bigger producers, and to keep down selling expense. Would it be fair for the last mentioned sales manager to argue that because the first executive received \$25,000 a year that he too should be paid that salary?

It cannot be disputed that there are many sales managers whose good work is not appreciated, and who are not sufficiently compensated. But where such conditions exist it is not the house that is to blame, but the sales manager himself. Getting a quality salary for quality work is purely and simply a problem of salesmanship. If you are not enough of a salesman to sell your employer on the idea of what constitutes a fair compensation arrangement, then you cannot blame your employer for under-rating your ability to sell his goods. I like to think of what a former employer of mine told me when I was working on a salary. He said: "I am going to pay you so much a week. At the end of the year come in and take as much more as you can away from me. But I warn you now you will have to be armed with facts." There are few employers who will not pay a man all he is worth—but it is up to the employee to back up his crow with spurs of facts.

A Big Job for a Real Salesman

One of the leading chocolate manufacturers of the East needs a

High-Power Salesman

with a demonstrated ability as a manager and trainer of other salesmen. He must be familiar with the confectionery and grocery trade and be able to sell goods himself. He is expected to bring ideas with him, but he should be young enough and adaptable enough to fit into our ways of doing business. He will find a big job and real responsibility waiting for him. He will be given the support of advertising and have the inspiration of helping a rapidly growing organization to put across a quality line of chocolate bar goods, cocoas and coatings.

If you believe you can meet these requirements, write and enclose photograph. Tell us who you are and what you have done.

Address 341

SALES MANAGEMENT

1801 Leland Ave. Chicago, Ill.

Disarm Suspicion—Show Him the Letter

SALES arguments of sincere salesmen are often taken with "a grain of salt." Hard shell prospects want proof. You could stamp out suspicion, create confidence and get the order in many cases if your salesmen were equipped to show "testimonial" letters received from pleased customers or "prestige" orders from big buyers.

Why not place power behind the "testimonials" reposing in your files. We make photostatic copies of anything printed, written or drawn. Letters, contracts, maps, plans, etc., made without the use of glass plates, expensive cuts or set ups. Inexpensive. Accurate. Positive proof.

WRITE FOR SAMPLE

Send a fresh testimonial to your salesmen regularly and notice the effect on their morale. Nothing refines the enthusiasm of a salesman like praise made public. Let us send you samples and prices.

Ajax Photo Print Company
35 W. Adams Street CHICAGO, ILL.

SALES MANAGER WANTED

Manufacturers of the world's best phonograph desire the services of a seasoned sales executive. Position offers splendid possibilities to the right man. Give detailed information in your first letter. Address Box 347, Sales Management Magazine, 1801 Leland Ave., Chicago.

How We Sold Dealer Helps to 80 Per Cent of Our List

By Charles J. Crockett

Sales Manager, American Lady Corset Co., Detroit

WORRY and anxiety used to prevail when 250,000 style booklets was the limit that could be turned out under the appropriation set aside by the Printz-Biederman Company, Cleveland. One year we had the nerve to prepare a very handsome style book containing some of the finest art work and printing we could get. We had no trouble in selling over 1,000,000 each season at 5c each.

This proved to me what I had felt for a long time—that the thing to do was to elevate or improve the direct-by-mail material. The magazines, take the leading women's magazines for instance, contain the finest art work in the world and the best copy. People of this country have been educated to appreciate good advertising and when the average dealer today gets from you something that you give away, naturally he does not take an interest in it. On the other hand, if you buy a high priced catalogue or booklet and send it out, it will appeal because it is up to the standard of advertising which he has learned to appreciate. Furthermore, if they buy this literature and "gamble" just a little with you, they take an interest in its distribution.

It was our experience that the salesmen become so enthusiastic over the placing of the beautiful books we were able to furnish when the dealer paid for them, that we occasionally asked them whether they were selling advertising or merchandise!

The booklets were sold at 5c each. Each salesman was allotted a certain number of them to sell. Each week we kept him informed as to whether he was ahead or behind in his quota of booklets.

At the offset, we said to the salesman: "Your customer can spend and does spend \$50 a day in the newspaper. Tell him to add another fifty dollars to his appropriation and 1,000 of these booklets. Then instruct him not to send them to the first thousand in the telephone book, but to create a preferred list of the best buyers in town, then send a Boy Scout or a boy with a uniform cap to deliver each book to Mrs. Jones and Mrs. Brown. Tell the dealer to give it all the personal backing he can."

As a result, 80% of our customers were buying those booklets. I think this is very good. We certainly found out who were our loyal customers. As to whether they increased their sales in this manner, as compared with those who did not buy the booklets, I cannot say. But, as 80% bought booklets, it does not leave many with whom to compare.

The 20% who did not respond were, to a large extent, city department stores. We did send the booklets to them also but we felt like pitching them in the ash barrel. We sent them for fear it might be a good thing.

We also distributed street car cards, window cards and various other advertising in addition to the booklets.

In talking with the retailers, we pointed out that if they were to get up their own booklets similar to the one purchased, it would cost them \$1 per book. It cost us between 6c and 6½c each and we got back 5c. Previously, the books had cost as little as possible—from nothing to 1c. I venture to say the recipient appreciated them in proportion. I think it was Dewey who said if you give a man something for nothing, call a policeman.

I think that catalogues, pamphlets, folders, etc., should be so attractively prepared that the retailer will appreciate what you are allowing him to participate in through collective distribution to the extent that he is willing to pay a small sum for the printed matter. For instance, we turned out a book called, "Chats in American Salesmanship." The purpose of this book is to sell women's apparel and it tells something about service and how cloth is made. It is an educational book and we charged \$1 for it. It is a good piece of advertising matter. Do you know that 75% of the libraries of the country have sent us \$1 for the book and merchants bought them in quantities to use as text books at their sales schools. It was very effective. More of that kind of work should be done. Giving away literature is, I believe, a prehistoric method.

We regard the retailer as our agent. He passes the product that we make along to the consumer. He is working for the manufacturer, in reality. Now, to the extent you make him a good agent, you are that much better off. The job of the manufacturer is never ended until the product is turned over to the consumer as a profit to himself and the retailer—and usually not then. The literature which we turn out is for our agent, the retailer. It is for building his sales. His name appears in as large type as possible on the front of the most handsome books. If you would build your own sales, build the sales of the retail merchant. (Extract from address before Chicago Association of Commerce.)

Economist—Engineer

CONSTRUCTIVE POLICIES—WAYS AND MEANS—DIAGNOSIS
Production—Management—Sales—Exports
W. J. SPENCER M. E., E. E., L. L. D.
410-416 Bond Building, Washington, D. C.
Pittsburgh—Cleveland—Chicago—Dallas



Handy Expense Books

For Traveling Salesmen
Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error.
For weekly account's:
100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00
Sample Free.
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1857-L, Richmond, Va.

Some of those who have subscribed to The Dartnell Sales Service continuously for FIVE years or more

American Hosiery Company
Knit Goods

Anderson Motor Company
Automobile Trucks

Adder Machine Company
Office Appliances

The O. Armleder Company
Automobiles

Beaver Board Companies
Building Material

Bird & Son
Building Material

Burd High Compression Ring Company
Engineering Specialties

Baker-Vawter Company
Loose Leaf Devices

Burroughs Adding Machine Company
Office Appliances

A. M. Byers Company
Building Materials

The Continental Oil Company
Oils and Greases

Churchill & Alden Company
Shoe Manufacturers

Clawson & Wilson
Wholesale Dry Goods

Detroit Lubricator Company
Engineering Specialties

Jacob E. Decker & Sons
Packers

Electric Storage Battery Company

The Emery-Waterhouse Company
Wholesale Hardware

Electric Appliance Company
Electrical Products

Endicott, Johnson & Company
Shoes

Evinrude Motor Company

Fuller-Morrisson Company
Wholesale Drugs

Firestone Tire & Rubber Company
Rubber Specialties

Federal Chemical Company

C. Gotzian & Company
Shoes

James Graham Mfg. Company
Stoves and Heaters

S. B. Goff & Sons
Drugs and Chemicals

Handy & Harman
Silver Bouillon

Holbrook, Merrill & Stetson
Wholesale Hardware

Hood Rubber Products Corporation
Rubber Specialties

Higginbotham-Bailey-Logan Co.
Wholesale Dry Goods

The Humphrey Company
Heaters

Robt. H. Ingersoll & Bro.
Watches

Imperial Varnish & Color Co., Ltd.
Paints and Varnishes

Kellogg Toasted Corn Flakes Company
Food Products

The Krohn-Fechheimer Company
Shoes

George E. Keith Company
Walk-over Shoes

Francis H. Leggett & Company
Wholesale Grocers

Libby, McNeill & Libby
Packers

Mersman Bros. & Brandts Co., Inc.
Furniture

Massey Hardware Company
Heavy Hardware

National Lead Company

Nordyke & Marmon Company
Marmon Automobiles

Northrup, King & Company
Seeds and Fertilizers

O'Brien Varnish Company
Paints and Varnishes

Postum Cereal Company, Ltd.
Food Products

The Palmolive Company
Soaps and Toilet Articles

Pillsbury Flour Mills
Flour and Cereals

Russell Hardware Company
Wholesale Hardware

Raybestos Company
Automobile Equipment

Ralston Purina Company
Food Products

Simonds Manufacturing Company
Hardware

The Stanley Works
Hardware

Geo. H. Strietmann's Sons Company
Shoes

G. Sommers & Company
General Merchandise

Thermoid Rubber Company

Todd Protectograph Company
Check Protectors

True Shape Hosiery Company
Hosiery

Union Paper & Twine Company
Paper and Envelopes

United States Tire Company
Tires and Rubber Goods

United Drug Company

The Upson Company
Building Material

Van Zandt, Jacobs & Company
Wearing Apparel

Wagner Manufacturing Company
Cooking Utensils

Whiting Manufacturing Company
Silverware Manufacturers

R. Wallace & Sons Mfg. Company
Silverware

The White Company
Automobiles and Trucks

Westinghouse Lamp Company
Electrical Products

E. T. Wright & Company
Shoes

American Ironing Machine Company
Household Specialties

American La France Fire Engine Co.

Cheney Brothers
Silk Manufacturers

Chicago Paper Company
Paper and Envelopes

Colorcraft Company
Paints, Enamels and Varnishes

Corona Typewriter Company

Dayton Spice Mills Company
Coffee and Spices

Davey Tree Expert Company
Tree Surgery

Diamond Match Company

General Fireproofing Company
Fireproof Furniture

Globe Automatic Sprinkler Company
Engineering Specialties

Green & Green Company
Cracker and Biscuit Manufacturers

George A. Hormel & Company
Pork Packers

Manning, Maxwell & Moore, Inc.
Machinery

McGraw Tire & Rubber Company
Tires and Rubber Goods

The Mennen Company
Drugs and Chemicals

Minneapolis Knitting Works
Knit Goods

Monroe Calculating Machine Company
Office Appliances

National Cash Register Company
Store and Office Equipment

Pratt & Lambert, Inc.
Paints and Varnishes

Phoenix Mutual Life Insurance Company
Life Insurance

Special Offer

On January 1st two new features were added to the Dartnell Monthly Sales Service—one feature will give you ideas for sales letters and the other will keep you informed regarding the relative sales activity in different territories.

In addition to these new features the service includes a weekly bulletin for salesmen (based on actual news, not ginger-up stuff); twice a month letter of suggestions for the sales manager, monthly report of sales method investigation, index to sales activities for the month, and the two new features mentioned above.

The price of basic service, including the new features is \$6.00 a month. To give you an opportunity to test the service and see if it fits in with your work, we will send it ON TRIAL to any reader of this magazine. If at the end of a month you do not find it helpful, return the material submitted and the charge will be canceled completely.

THE DARTNELL CORPORATION : 1801 Leland Avenue : Chicago, Illinois

SALES MANAGEMENT

221

MARCH, 1922

National Selling Rights Wanted

Seasoned sales executive desires the national selling rights on a product of merit. I am capable of financing the sales of any product I undertake and will be surrounded by a corps of associates of national reputation.

Then again—

Some manufacturer financially responsible could use me with profit as director of his sales organization.

The shaping of policies, making of markets and development of sales organizations are problems to which I have given active years of application and are solved not by guess work but by a knowledge borne of long experience. Those with whom I have been associated have spoken of me as a practical man which is only another way of describing my creative ability. My plans have placed many products in the markets of the world.

There is some manufacturer for whom I can make money. My experience and ability are such that I am not interested in a salary proposition. There are other plans for compensation which are protective, creative and mutually profitable.

If you are interested in bigger sales in 1922, let us talk it over.

Box 348
SALES MANAGEMENT
1801 Leland Ave.
Chicago, Ill.

European Plan - 600 Rooms - 600 Baths
\$2.50 up, Single \$4.50 up, Double
Agent's Sample Rooms \$5.00 per day



Headquarters in Detroit For

Old Colony Club
Detroit Automobile Club
Motion Picture Exhibitor's Ass'n

LARGE INFORMATION
RACK IN WRITING ROOM

Circulars on Request

Table d'Hote \$1.00 - \$1.50

Business Men's Luncheon 75c

HOTEL TULLER

A. McKENDRICK, Mgr.

DETROIT - MICHIGAN

Cafe a la Carte Cafeteria Men's Grille



Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



F. A. DENNINGER has been appointed sales manager of the watch department of the Waterbury Clock Company, Waterbury, Conn. Mr. Denninger, who, until recently was manager of the Chicago office of Robt. H. Ingersoll & Bro., is now formulating sales plans and recruiting a selling force to market the Waterbury line of low priced watches.

F. H. DODGE, formerly general sales manager for the Burroughs Adding Machine Company, Detroit, was recently elected general manager of the company at the annual meeting of the stockholders. G. W. EVANS, who has been comptroller for more than five years was made secretary.

The Sanitax Brush Company, Chicago, announces the appointment of HAL JOHNSON as sales manager. Mr. Johnson was formerly assistant to the president of the Frigidaire Corporation, a division of the General Motors Corporation.

E. E. WARFIELD has just been appointed sales manager of the Gill Manufacturing Company, Chicago, makers of one-piece piston rings. He has been associated with Post & Lester, Motor Car Equipment Company and Wetmore Savage in various sales capacities, and for the past two years with the Boston branch of the Gill Company.

J. A. COLEMAN has resigned as sales and advertising manager of the DeLuxe Brush Company, Philadelphia, makers of Duo Lather brushes, to undertake the formation of a chain of resident distributing agencies. It will be the purpose of this agency to secure national distribution for new products which possess merit, but which are retarded in their development by lack of sufficient capital on the part of the manufacturer to properly promote the sale of his goods through the regular channels of the trade.

Earl & Wilson, Troy, New York, makers of E. & W. shirts and collars, announce the appointment of COL. GABRIEL ROBERTS SOLOMON as vice president in charge of sales and advertising. He has resigned as president of the Solomon-Abbott Company, engineers, New York. J. B. WRIGHT continues as director of sales.

D. A. BURKE has been made general sales manager of the Peerless Motor Car Company, Cleveland, succeeding C. R. CUNLIFFE who has taken control of the Girard Automobile Company, Peerless distributor in Philadelphia. Mr. Burke is one of the veterans of the automotive industry. In 1913 he was associated with

R. H. COLLINS, then general sales manager of the Buick Motor Company, Flint, Michigan, and who is now president of the Peerless organization. Later he was in charge of the Buick branch in Chicago, and in 1919 was commissioned by W. C. DURANT to design the Sheridan car. When the Sheridan Motor Car Company was organized as a division of the General Motors Corporation, Mr. Burke was made president and general manager. Upon the sale of the Sheridan division to the Durant interests, he was made general manager of the Durant Motor Car Company of Indiana, from which position he resigned several months ago.

A. C. MORTLAND, formerly general sales manager of The Edgerton Manufacturing Company, Plymouth, Indiana, is now general sales manager of the United States Package Corporation, a new organization involving the merger of the Package Sales Corporation. It will control about twenty factories throughout the country engaged in the manufacture of baskets and crates designed especially as containers for shipping.

WALTER DILL SCOTT, president of Northwestern University, Evanston, Illinois, has been made a director and first vice president of The Psychological Corporation, recently incorporated in New York with headquarters in the Grand Central Terminal. This corporation has been formed for the advancement of psychology as applied to business. Some of the backers of the corporation believe it is possible to increase by \$70,000,000,000 the national wealth each year by properly fitting every man, woman and child to the kind of work each could best perform.

WILLIAM J. O'TOOLE, now vice president and sales manager for the Central Pocahontas Coal Company, Welch, West Virginia, has just attained the distinction of being the youngest Minister in the diplomatic service of the United States. Mr. O'Toole has recently been appointed Minister to Paraguay, and will leave shortly for his South American post.

W. L. QUIMBY, assistant sales manager of the Klearflax Linen Rug Company, Duluth, Minnesota, has gone to San Francisco to establish a branch office of the company. During his stay there, which will probably be about a year, D. S. HORAK, assistant to the general manager of the company, will take over Mr. Quimby's duties.

CLEMENT W. ORR, formerly sales manager for the Gainaday Electric Company, has resigned to enter business under the name of Cole and Orr, agents for the Gainaday Electric Company. S. M. MOORE succeeds Mr. Orr.

HOWARD G. BARTLING, formerly sales manager of the Paasche Air Brush Company, Chicago, and well known in the spray finishing industry, has been made vice president and general sales manager of the Peerless Pneumatic Systems, Incorporated, Chicago.

GEORGE M. O'NEIL, for two years sales manager of the Tin Decorating Company of Baltimore, Md., has been made president of the company. Mr. O'Neil was at one time secretary and treasurer of Collier's.

HERBERT PLUNKETT, a salesman covering the Minneapolis territory for the A. P. Green Fire Brick Company of Mexico, Mo., has been called to the home office to take charge of the sales promotion department.

FRANK A. TRAYLOR, formerly manager paint sales for McPhee and McGinnity Company, Denver, has resigned to engage in the paint business himself under the firm name of Minehart-Traylor Company, Denver. G. W. COCHRAN succeeds Mr. Traylor at the McPhee and McGinnity Company.

The withdrawal of R. CALVERT HAWS from the advertising department of the Baker-Vawter Company, Benton Harbor, Michigan, places this department in direct charge of T. E. KENDALL, sales promotion manager, reporting to HARRY I. GILLOGLY, general sales manager.

The Ogden Shoe Company of Milwaukee, Wisconsin, announces the appointment of C. A. DICKENS as vice president in charge of sales. Mr. Dickens was formerly sales manager for the Edmonds Shoe Company of Milwaukee.

At a meeting of the board of directors of The Beaver Board Companies, Buffalo, New York, CHARLES C. JAMIESON resigned as chairman of the board and general manager, and BEVERLY L. WORDEN, formerly president of the Lackawanna Bridge Company and a director of the Beaver Board Companies was elected his successor.

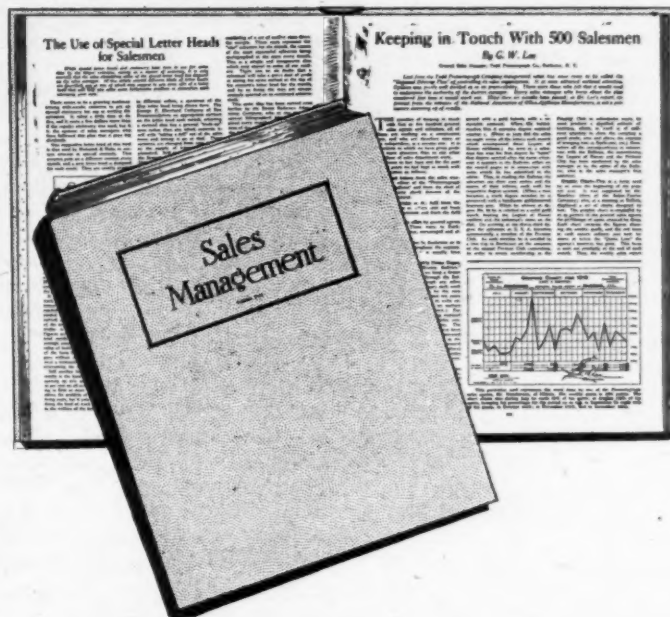
JOHN T. ALEXANDER, formerly district manager of The Lowe Brothers Company of Dayton at Kansas City, Mo., has been made sales manager for the Sewall Paint and Glass Company, Dallas, Tex. R. K. MASON succeeds Mr. Alexander at the Lowe Brothers Company.

FRANK PIETSCH, prominent in Chicago business life, and well known nationally in automotive circles, has been appointed sales manager of the Kelly-Springfield Motor & Truck Company, with headquarters at Springfield, Ohio. Mr. Pietsch was formerly manager of the Schoenhofen Brewing Company, and has served as branch manager of The White Company and the Packard Company.

SALES MANAGEMENT

Hundreds of Selling Ideas

No sales library is complete without Volume Three of Sales Management Magazine. Over 500 pages brimfull of suggestions, ideas and data for the sales worker. An excellent antidote for that "stale" feeling. A book of experience that cannot be equalled at any price.



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How Burroughs Set Quotas.
Do Sales Contests Really Pay?
How Sales Managers Use Maps.
Our Plans for Checking Up a Salesman.
The Salesman Who Fumbles the Ball.
A Better Way Than Firing.
What Too Much Emphasis on Calls Did.
Do Your Men "Forget" Their Samples?
The Salesman Who Carries Tales.
Before Your Salesmen Begin to Slip.
When is a Salesman Too Old to Work?
Making Pictures of Expense Accounts.
Selecting Representatives in South America.
Should Buyers Wait Until They Have a Call?
Our Experiences with Motion Pictures.
What I Learned Building a \$5,000,000 Business.
Sales Managers I Have "Fired."
Where to Look for Better Business.
Einstein's Theory Applied to Sales.

Five Points We Use in Classifying Salesmen.
Adventures in Recruiting Salesmen.
How Goodyear Picks Salesmen.
Does It Pay to Hire Salesmen for Their "Following?"
Using Your Salesmen to Get New Recruits.
When the Salesman Sued and Won.
The Jack-of-all-Trades Salesman.
A Pointer on the Use of Labels.
When the Sale Runs Into Big Figures.
Wrong Letters Made Right.
Forty Per Cent Replies from My Letters.
Marshall Field's Dealer Help Policy.
The Jobber as a Factor in Marketing Hardware.
Why I Give Some Dealer Helps the Preference.
What Should Determine the Sales Manager's Salary?
Is a Sales Manager Too Old at Forty?
Why I Passed the House Organ Buck.
The Market for Food Products.
The Technique of Field Investigations.
The Market for Electrical Products.
The Art of Cutting Your Price.
Set Speeches vs. Chance Guesses.
What I Think About Canned Sales Talk.
Our Experience with Forced Draft Sales Plans.
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THE DARTNELL CORPORATION

Publishers to Sales Managers

1801 LELAND AVENUE - CHICAGO, ILLINOIS

Bare-Handed Stuff

Recent report of Ivory Soap salesman: "Calls, 13; dealers sold, 97%. Took afternoon off to get married or would have made it 100%."

"Why do they call it lead?"
"Because when nails are made of it, it can't be driven."

Shade of Vacuum Cleaner Salesman: "Ah, good morning, St. Peter. Great weather for the time of the year isn't it? Nice little place you have here. But say, by the way, have you ever tried the Apex on the Golden Stairs? Patented stair adjustment—makes it easy. A great many other features about the little Apex—but then I couldn't tell you in a week. I'm going to give you about ten minutes of my time, demonstrate this little cleaner to you and let you try it right here in your own Heaven absolutely without obligation. If I cannot convince—"

St. Peter: "Say, where do you think you are? This is Heaven. You don't expect that line of chatter to get you in here, do you?"

Shade of Apex Salesman: "Well, Pete, old timer, if it doesn't it'll be the first place it's failed."

Kansas City Apex-o-Gram.

"Yes," said the specialist, as he stood at the bedside of the sick purchasing agent, "I can cure you."

"What will it cost?" asked the sick man, faintly.

"Five hundred dollars."

"You'll have to shade your price a little," replied the purchasing agent. "I have a better bid from the undertaker."
—Adscript.

A pouring rain recently contributed to filling all seats in a Chicago "Loop" vaudeville house one afternoon. The first actor walked out and looked over the audience carefully. He said, "I am glad to see so many large companies represented here this afternoon!" (It takes sound a long time to travel, doesn't it? That's what the scientists claim but not so in this case because at least two thousand ears immediately sank into one thousand collars.)

Are You Looking for Proper Representation on the Pacific Coast

A young business man who has been connected with a successful enterprise in the Central States for a number of years will permanently remove to California in the near future.

He is very desirous of connecting with a high grade proposition which will not only absorb his individual time but will also enable him to use his organizing ability in placing a force of men to work and thereby cover the field thoroughly.

If a proposition is submitted which is large enough so that the state of California will suffice in the way of territory, this would be more acceptable.

Connection can be effected either on commission basis or other mutually satisfactory arrangement.

Address Box 343, Sales Management
1801 Leland Avenue, Chicago, Illinois

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SELLING AGENCIES WANTED

DO YOU SEEK REPRESENTATION IN CHICAGO?

The advertiser, a successful salesman, but spending a lot of time away from home, is looking for an opportunity to locate with a manufacturer who is in the market for a man as sales representative or branch manager for Chicago. Age 40. Familiar with manufacturing, jobbing and dealer trade. Earnings have ran as high as \$8000.00 net per year. You may pay me either salary, salary and commission, or commission only, but it should not be less than \$5000.00 net the first year, and have possibilities of greatly increasing that amount. R. A. Morgan, 170 West Randolph St., Chicago.

Manufacturer having well organized sales force wishes to handle well established lines to jobbers in Kansas, Missouri, Nebraska, Iowa, Oklahoma and Arkansas on commission basis. If interested address Box 344, Sales Management, 1801 Leland Ave., Chicago, Ill.

Let my organization represent you in Calif. Don't neglect this good territory. Can get you the business. R. S. MARSH, Mfg. Rep., 536 Merchants Natl. Bank Bldg., Los Angeles, Calif.

Sales Manager or District Sales Manager

A real selling plan today will bring new and better results. My services are at your disposal.

Increased volume during the depressed period of our reconstruction has fully convinced those with whom I am now associated of my ability. To prove this assertion, at the proper time I will submit references and recommendations.

New and Better Dealers

have been established by careful study of conditions. A keen analytical mind has made it possible for me to work out plans that have produced real results.

At present I am employed with a large manufacturing company doing sales Directing and Promotional work.

I know my ability. I not only can build up your sales organization, but I can keep the salesmen at all times enthused with new selling ideas, which will enable them to be live wire representatives.

In my present position my opportunities are limited. This is my reason for seeking a new field.

Will be interested in a proposition offered either by a large or medium sized manufacturing concern.

My past selling and executive experience covers a period of eight years.

I am thirty-three years of age and am married.

Address Box 345

SALES MANAGEMENT
1801 Leland Avenue, Chicago, Ill.

SALES EXECUTIVE AVAILABLE

ABLE, AGGRESSIVE SALESMAN AND EXECUTIVE

is seeking opportunity as representative of responsible Eastern Concern for Chicago and middle west territory.

Eight years in present position as Western Manager for eastern m'n'r, controlling the western sales, advertising, sales agents and jobbers.

Keen and alert. Good personality—capable of meeting any class of men. Has initiative and known ability as an executive. Age 36.

Seeks line with future possibilities for larger volume and income than present line affords. Box 346, Sales Management, 1801 Leland Ave., Chicago.

POSITIONS WANTED

Salesman or manufacturers representative, age 35, married, technical education, 12 years broad experience manufacturing, advertising and selling. Associate member the American Society of Mechanical Engineers, also a graduate of the National Salesman's Training Association. At present employed as supervisor of engineering design, I desire to change my position on or before April 1st for a position offering greater opportunities. Chicago or Philadelphia territory preferred. Box 340, Sales Management, 1801 Leland Ave., Chicago.

SALESMEN WANTED

Salesmen to sell securities (not stock) for a company with a AAA-1 rating, endorsed by over forty banks, Chambers of Commerce and State Banking Commissioners, company business over 15 years; paid large dividends; has unusual financial statement indicating large future returns; over 1500 satisfied investors now; best proposition ever offered; intense campaign now started. Jack Danciger, Kansas City, Mo.

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